A STUDY OF TURNOVER RATE AMONG CAR SALESMAN IN PULAU PINANG, MALAYSIA

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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.

4) The word count of this research report is 26748 words.

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DEDICATION

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Preface

In today's organization environment, employee turnover rate have become one of the importance issues being concerned. Turnover rate is defined as how long an employee tends to stay in the organization. If an organization has a high turnover rate, it will bring a lot of negative impact to the organization, for example, it will affect the organization's effectiveness and performance.

This situation may be occur because of all the organization's operations are running by the employees, these employees are extremely important to the organization and not easily replace by other people. So, an organization's top management should have a good policy or strategy to retain the employees in order to ensure that their organization always cans perform better.

Our research purpose is to examine the key factors that will cause the turnover rate among the car salesman in Pulau Pinang, Malaysia. The main reasons why our research is focusing on automotive industry, but not others industry is because of we found that the previous research project that done by our seniors are no one is focusing on the car salesman. Car salesman is the one who play the most importance role in the automotive industry to improve the industry growth. Thus, we decide to focus on the car salesman in the automotive industry to find out what the key factors that will affect the turnover rate among the car salesman in order to help the industry to reduce the turnover rate.

There are a lot of factors that can cause the turnover rate among the car salesman. However, after we made the survey and discussion, we found that there have five key variables that will influence the turnover rate among the car salesman. These five variables are employee empowerment, working environment, reward, supervisory support, and job stress.

ABSTRACT

This research is to study the turnover rate among car salesman in Pulau Pinang, Malaysia. The purpose of conducting this research is to identify the factors that will affect or cause the turnover among the car salesman in Pulau Pinang. The variables that will be examines in this research are employee empowerment, working environment, reward, supervisory support, and job stress.

For the research methodology, we used questionnaire as our research instrument. Out of 500 population size, 221 sets of questionnaires were distributed to the car salesman who worked in the car showroom at Pulau Piang areas. The questionnaires were used to analyze the relationship between the five independent variables of our study with turnover rate.

The Statistical Analysis System (SAS) software was used to run the test of hypothesized relationships among the dependent variable and the independent variables. The questionnaire results show that there is a significant relationship between the five variables with turnover rate, which means there is a significant impact on turnover rate when the five variables are practiced in the automotive industry.

CHAPTER 1: INTRODUCTION

1.0 Introduction

This chapter will present the reader with the overview of our research. It included the background of the study, problem statement, research objective, research question, hypotheses of the study, significant of the study and chapter layout. At the end, we will summary whole of the chapter 1 as our conclusion.

1.1 Research Background

Researchers are continually fascinated with understanding individual turnover decision in the organization. Turnover rate is the rate which the company or employer gains and losses employee. In another word, turnover rate is how long an employee tends to stay in the organization. If an organization has high turnover rate, it will affect the company's effectiveness and performance (Erat, Erdil, Kiptaci and Comlek, 2012). According to Elangovan (2001), employee plays an important role to an organization because their intention may bring the negative effect toward the performance and productivity of organization. Organization's service and product are depends on the strategies created by the employees, these employees are extremely important to the organization and not easily replace by other people (Henry, 2007). So employee turnover management is considered as an important task for any organization. An organization with a low turnover rate will have high employee retention to remain the talent to help the organization to achieve its objective and goal.

Organization invested a lot of cost for training and development, maintaining and retaining the employee in order to help the organization to achieve its target (Gberevbie, 2010). An organization with high employee turnover rate is an expensive problem because it will cost the company to spend money to recruit and train each new employee (Samuel and Chipunza, 2009). In addition, an inexperienced work force tends to be less productive because they are unable to perform well in the job task due to lack of experience. Therefore, the top management must reduce turnover rate in the company to avoid the cost of recruitment and retraining the new employee. Since high turnover rate of employee will affect the profitability and productivity of the organization (Samuel and Chipunza, 2009), all the company should pay attention on this issues to minimize the turnover rate in the company to ensure that there is a high level of employee continuity in their organization. By this way, the organization will be able to create competitive enhancement within the industry.

Our research purpose is to examine the key factors that will affect the turnover rate within the car salesman in Pulau Pinang, Malaysia since there are variety factor will affect the turnover rate in automotive industry. After we analyzed the literature and journal, we select and focus on five factors that we consider most significant influence the turnover rate which is employee empowerment, working environment, reward, supervisory support and job stress. We made the hypothesized that all of the above factors will influence turnover rate among car salesman.

The reason that we choose Pulau Pinang as our survey area is because there have many automotive firm and car showroom such as Autocity. It able to provide us the large number of car salesman and we can easily get the population and sample size at there. Therefore, we choose the car salesman as our target population and conduct the questionnaire survey at Pulau Pinang to collect the data for our research.

1.2 Problem Statement

High turnover rate of employment in an organization will bring a lot of negative impact to the organization. These negative impacts included declination of the organization's productivity and profitability, increase the employment cost, lack of staff, customer dissatisfaction and so on (Ongori, 2007). This problem not only faced by the local company in Malaysia, but also faced by the global company around the world. So that, all the businesses should concern on this issue to avoid from the unnecessary negative impacts that may bring to the organization.

In this research, our study is focusing on the employee turnover rate among the car salesman in Pulau Pinang, Malaysia. Although the topic of employee turnover rate has always been the popular research area for the previous researchers, however there is not much research published based on the employee turnover rate that focus on the car salesman.

Car selling in Malaysia not only can bringing profit to the organization, but also generates income to our country. This situation can be explained when the foreign car is import into our country and sell it in our country. According to Lim (2013), if a foreign company wants to export their vehicles to our country for sale, for example Toyota, Honda, Nissan, Kia, and others, the company needs to pay a high car tax to our country. The car tax includes of 30% import tax, 10% sales tax, excise duty tax, and others tax. This situation can shows that the selling of foreign car in our country can generates income to our country in order to increase our country's economic growth. Therefore, a car salesman is plays an important role because they are the person who directly involve in the trade between the organization and the customer. If the turnover rate among the car salesman in an organization is keep increasing, this situation not only affects the productivity and profitability of the organization, but also affects the economic growth of our country.

From our survey, we found that there are a lot of factors that can cause the turnover rate among the car salesman. These factors included of gender, job satisfaction, pay satisfaction, constitution attachment, organization commitment, location, job security and so on (Zheng, Sharan, Tao, 2010). However, there are too many unimportance variable that may difficult for us to clearly determine the relationship of independent variable (IV) and dependent variable (DV). It is necessary for us to find out the key variables that will be influence the turnover rate among the car salesman so that each of the variable can be evaluated with clearly and adequately.

After we made the survey and discussion, we found that there have five key variables that will influence the turnover rate among the car salesman. These five variables are employee empowerment, working environment, reward, supervisory support, and job stress. Therefore, the relationship between turnover rate of car salesman in Pulau Pinang and the factors of employee empowerment, working environment, reward, supervisor support, and job stress need a further research. This is because all of this factor will influence the turnover rate among car salesman and thus will bring a lot of effect to the organization and country. So, it is very important for the automotive industry to concern in this issue in order to help the industry to solve the employee turnover rate problem.

According to Ongori (2007), there are some strategic that can help the management of organization to handle well those key variables that influence the turnover rate among the car salesman. These strategic included of changing the organization's recruitment policies, increase the salary, commitment and support by the top management, provide a good working environment, and increase the empowerment of employees.

Our research will definitely bring a lot of benefit to the automotive industry management since this industry getting more important in Malaysia, even the global. By doing this research, the management of automotive institution can discover better

ways to improve the performance and productivity of employees, thus save the employment cost.

1.3 Research Objectives

Turnover rate occurs in worldwide even in Pulau Pinang, Malaysia. This study has been conducted to identify the causes that have significant relationship with turnover rate among car salesman in Pulau Pinang.

1.3.1 General Objectives

- To identify the key factors that causes turnover rate and what are the factors that have significance relationship with turnover rate among car salesman in Pulau Pinang.

1.3.2 Specific Objectives

I. To determine whether there is a significant relationship between employee empowerment and turnover rate among car salesman.

II. To determine whether there is a significant relationship between working environment and turnover rate among car salesman.

III. To determine whether there is a significant relationship between reward and turnover rate among car salesman.

IV. To determine whether there is a significant relationship between supervisory support and turnover rate among car salesman.

V. To determine whether there is a significant relationship between job stress and turnover rate among car salesman.

1.4 Research Questions

I. What are the factors that have significant relation with turnover rate among car salesman in Pulau Pinang automotive industry?

II. What is the relationship between employee empowerment and turnover rate among car salesman?

III. What is the relationship between working environment and turnover rate among car salesman?

IV. What is the relationship between reward and turnover rate among car salesman?

V. What is the relationship between supervisory support and turnover rate among car salesman?

VI. What is the relationship between job stress and turnover rate among car salesman?

1.5 Hypothesis of the Study

H_0: There is no significant relationship between employee empowerment and turnover rate.
H_1: There is a significant relationship between employee empowerment and turnover rate.

H_0: There is no significant relationship between working environment and turnover rate.
H_1: There is a significant relationship between working environment and turnover rate.

H_0: There is no significant relationship between reward and turnover rate.
H_1: There is a significant relationship between reward and turnover rate.

H_0: There is no significant relationship between supervisory support and turnover rate.
H_1: There is a significant relationship between supervisory support and turnover rate.
H_0: There is no significant relationship between job stress and turnover rate.
H_1: There is a significant relationship between job stress and turnover rate.

H_0: There is no relationship between employee empowerment, working environment, reward, supervisory support, and job stress with turnover rate.
H_1: There is a relationship between employee empowerment, working environment, reward, supervisory support, and job stress with turnover rate.

1.6 Significance of the Study

The objective of our research is mainly to identify the factors that lead to employee turnover rate among the car salesman in automotive organizational. The factors include reward, supervisory support, working environment, job stress and employee empowerment. Employee job satisfaction always has a close relationship with turnover rates. Employees that satisfied with their jobs will retain in the organization, while for those who are dissatisfied with their job will leave the company and find another job. Thus, when the level of job satisfaction is high, the level of turnover rate will be low (Jacob, 2012).

Employee turnover rate is defined as the rate of employee leaves their jobs in an organization. A high employee turnover rate can be affect by various reasons such as job stress, level of salary, family problem and so on. However the organization can reduce employee turnover rate by increasing employee's job satisfaction. Normally, small business firm have more opportunity to treat their employees as member of a tightly knit team, interacting with top-level managers and can easily encouraging front-line employees. The main key to lower the employee turnover rate is to focus on the intangible aspects of supervisory support, working environment, job stress and employee empowerment. Moreover reward can also serve to keep employee on board.

Through the study of employee turnover rate, management will be able to identify problems occurred from various viewpoints, determine factors that affecting those problems and applying suitable strategies. Management will know the problems of why employee leaves their job. High rates of turnover among employees will costs the organization in productivity, time and money. Employee turnover will cause organization spend additional recruitment cost, losing production cost, training cost, potential loss of sales and loss of customer goodwill. Normally, the employee will leave their job because organization is selecting and recruiting the wrong employee,

inadequate wage levels lead to employee moving out, more interesting or opportunity job positions from competitors. This research also helps clarifying ways to reduce employee turnover rate and avoid downfall in relationships between organization and employee in order to improve commitment between them that lead to affect car salesman turnover rate.

In this research we are choosing car salesman because the primarily commission become these people compensation. As population of vehicles increases, the need for an efficient service network becomes important. In the end, the character of car salesman becomes one of the successful points for the automotive company. In addition, the relationship between organization and employee are important essential factor that lead to the high turnover rate. Bernthal and Wellins (2001) found that the employee's relationship with their supervisor or manager and work-life balance are the most important determinants for staying in the organization. Besides motivational, cooperation and trust play an important role in order to determine the employee turnover rate. Employees who are working under high supportive environment are more likely to make high contribution to their organization.

The organization should identify the factors that will cause the turnover rate among employees and find out the strategy to solve this problem. For instant, the organization can minimize the turnover rate by improve the organizational competencies that affect the satisfaction among the car salesman. This analysis is to identifying the factors that cause turnover rate among the car salesman in the automotive industry.

From industry perspective, this research can effectively help the management of the automotive industry to understand more on employee turnover rate and hopefully guide them to make improvement or plan for a better strategy to enhance the relationship between organization and employees. This can satisfy employees as

satisfied employees will minimize turnover rate among the unsatisfied employees. An individual mood and emotion can directly link to the aspect of how the individual perform his or her work and how the individual perceive the job identity. In order to improve their performance, employees should recognize how their feelings affect their performance which means by have a guiding awareness of their values and goals. Organization success highly related to organization member's emotion and ability to regulate and perceive emotions of own self and others.

From researcher's perspective, this research also provides an opportunity for us to explore new experience and appearance of employee turnover rate among car salesman. The areas of employee turnover rate have been focus in recent years since there is an evidence of significant decline of labour unions. This also indicates that employers nowadays begin to eliminate unions and try to enhance employee relations which bring much more benefits in regards employer-employee relationship. For that reason, this research create an opportunity for other researchers to further study in this area so that new experience as well as knowledge regarding decline of labour unions may be further explored. From the other industries' perspective, this research can also used as their reference to improve their employer-employee relationship since decline of labour unions tend to emerge in other industries as well. Good employee relations can attract and retain talented employees, generate competitive advantage, increase market share and also foster industrial peace and harmony, which in turn facilitate growth of the industry. Consequently, good employee relations have become one of the crucial elements for building a successful company as well as bringing positive impact to the industry.

1.7 Chapter Layout

This research contains of five chapters:

First chapter is about the introduction of the research. In this section, it includes the introduction which is the flow of the chapter 1. And this followed by the research background which briefly explained on our research topic to guide the readers and catch their attention by providing the context of our research. Next is the section of problem statement which describes more detail on the problem that may create by the turnover rate among car salesman to the organization and country. The chapter 1 continue by the research objective which is contained the general objective and specific objective. After the research objective, research questions are set up and followed by the hypothesis of the study. After that, significance of the study is done by explains the importance and contribution of the study. And lastly this chapter is completed by conclude all the content of chapter 1.

Secondly, chapter 2 is the literature review of our research. This section contains comprehensive review of the published and unpublished information from the secondary data that relevant to the topic that we choose. In this chapter, it consists of the introduction for chapter 2, review of the literature and relevant theoretical models, proposed theoretical, hypotheses development and the conclusion of this chapter.

In chapter 3, we discuss about the overview of the research methodology that used to conduct our research. First, it starts by providing the brief introduction on how this research is carried out in term of research designs, method of data collection and analysis, sampling design, operation definitions of constructs and measurement scales. After that, it is continuing by the main title that we focus in this chapter there are the research design, data collection methods, sampling design, research instrument,

constructs measurement, data processing, data analysis, and finally is the conclusion of the chapter 3.

Next, our research will continue by the chapter 4 which present the patterns and analysis of the results that relevant to our research questions and hypothesis. As usual, it is start with the introduction by provides a linkage to the main themes of previous chapters and outline of the aim and organization of this chapter. This chapter includes descriptive analysis, scale measurement, inferential analysis and finally conclusion of chapter 4.

The last chapter in our research is chapter 5 which consists of discussion and conclusion of our study in the research. This part starts with the introduction and follows by the summary of statistical analysis. We need to provide discussion on major findings to validate our research objectives and hypothesis and also the implications of the study for policy makers and practitioners. However, the limitations of the study need to be discuss in this chapter and some recommendation will be provide in this part for future research. At the end, the chapter 5 is complete with the conclusion of the overall content in this chapter.

1.8 Conclusion

As a conclusion, in chapter one, we mainly focus on identify and introducing the factors that have significance relationship with the turnover rate among car salesman. This research is important for the organization because it can help them to reduce the turnover rate of car salesman and prevent the unnecessary negative impacts that may cause by the higher turnover rate that happening in the organization.

The reason in conducting this study is to identify whether there is a significant relationship between the five factors that indicated in this chapter (employee empowerment, working environment, reward, supervisory support and job stress) with the turnover rate among car salesman in Pulau Pinang.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In chapter two, the purpose of this study is to determine the possible factor that will influence turnover rate among car salesman. We will complete the review of literature, relevant theoretical models, proposed theoretical framework and also hypothesis development.

2.1 Review of the Literature

2.1.1 Turnover Rate

Employee turnover is the ratio of employees in an organization that had been replace over a certain time period (Hisson, 2009). Employee turnover rate is the percentage of the employee that quit from an organization within a given time period. Employee turnover can be determined either for an individual organization or for the whole industry. An organization or an industry is say to high turnover rate when the organization or the industry has a high percentage of the employees that quit from the job within a certain time period.

When the employee turnover rate in an organization or the industry is high, it may bring a lot of negative impact to the business. According to Ongori (2007) and Hisson (2009), the main negative impact that will be cause to the organization is increasing the business expenses. These expenses included of the compensation for the employee, advertising cost, human resource cost, recruitment and training cost, loss of the income of productivity, and so on. For example, in the automotive industry, if a car salesman is leave from the organization, the organization needs to hire a new salesman to replace the job position of the previous car salesman. In the recruiting process, the organization needs to spend a high amount of cost to recruit the new employee. These cost included of human resource cost, orientation cost, training cost, and others cost. This situation will cause the organization increase their expense and it will affect the organization's profit.

The next negative impact that will bring to the organization is declining of the organization's productivity and profitability. This is because when the previous employee leaved from the organization, the production process in the organization will be affected and even is stopped. Although the organization will hire a new employee to replace the previous employee's job position, but because of the new employee is still new, he/she may difficult to join into the organization's culture and this will cause the job performance of the new employee low. At the same time, some of the new hiring do not have the skills and knowledge to perform in the job position, this situation will cause the new employee cannot perform their job in position with effectively and efficiently and thus this situation will affect the organization's productivity and profitability (Shamsuzzoha and Shumon, n.d).

Besides that, the others negative impact that will bring to the organization included of increasing of scrap due to the inexperience employee, hard to find potential employees, affect the organization to achieve its goal, cause unhealty

working environment to the employee, bring negative motivation to the others employee, lost of customer, and so on (Benedict, Josiah, Ogungbenle, and akpeti, 2011).

Since the employee turnover had bring a lot of negative impact to the organization, so that, all the business industry should concern in this issue to prevent these negative impact happen to their business. Before we found out the solution to solving this problem, we must know that what the factors that cause the employees turnover in the automotive industry. From our survey, we found that there are a lot of factors that can cause the turnover rate among the car salesman. However, in our research, we are focus on a few key variables that will influence the employee turnover rate in the automotive industry. The variables that we will focus in our research are employee empowerment, working environment, reward, supervisory support, and job stress.

2.1.2 Employee Empowerment

Employee empowerment is defined as employee participation in decision making process in the organizational matters and the employees can make their own decision without consulting with the top management (Gul, Akbar & Jan, 2012). Copper (2010) found that effective employee empowerment not only the essential key to employee satisfaction and also the strongest predictor of turnover rate among employees. The process of the empowerment is to enable or authorizing an individual's thinking, behaviour, action and control in the decision making process. In addition, the manager must share the information on organization performance which provides employees the

opportunities to foster their talent, knowledge, ability and desire to achieve the organizational goals for mutual benefit.

Lombard (2009) found that the working environment is conducive to the development and empowerment of employees. However, the management should always trust and communicate with their employees to motivate them in the decision making process. An organization must understand or focuses on the establishment of employee skill and empowerment needs to increase employee satisfaction and reduce the turnover rate. The organization should give the permission to the employees in order to act in empowered ways. Communication with employees is the most important element to improve the employee empowerment in an organization. The longer the time consuming in communication with employees will lead a higher level of employee satisfaction. This situation may be occur because of the information sharing will be happen during communication time between manager and employee and it also able to build good relationship between them. The employee will feel happy and satisfied with this situation and they will retain in their organization. Hence, employee turnover rate in an organization can be minimizing by the top management.

Besides that, Butts, Vandenberg, DeJoy, Schaffer, and Wilson (2009) carried out a test to proved that employees will feel empower when they are highly involve in work practices, which results greater organizational commitment, greater job satisfaction, lower stress and higher job performance. Low employee turnover rate implied that employees feel satisfactory and have a sense of belongingness with the organization. These elements are crucial elements that can strengthen employee turnover rate.

Empowerment also is a part of employee involvement that helps improve their contribution against organizational objectives by developing skills and giving authority to the employees in decision making process that are traditionally made by the management (Ivancevich, 2001). According to Shapiro (2000), organizations are encouraged and motivated their employees to contribute towards goal accomplishment. Employees that feel themselves as part of the organization will help to implement organizational policies. This situation not only can increase the employee's satisfaction, but also can increases their commitment and relationship with the organization. Savolainen (2000) suggested that participative strategy as one of the strategies for the development of employer-employee relations. Communication between the leaders and the employees are necessarily to develop this strategy in order to reduce the employee turnover rate in organization.

In addition, empowerment is the intra-organizational strategies to ensure effective communication, teamwork and share knowledge among the employees (Copper, 2010). It's also means that when employee feels that they are on their own way to accomplish their objective, the employee will feel empowered. This able to improve their motivation and independence that lead to greater loyalty can contribution to the organization. Empowered employees come to believe that they control their own success through their efforts and hard work, which in turn benefits the success of the entire institution.

A study of Dickson and Lorenz (2009) found that employee empowerment is significantly related to job satisfaction. This means that when employee job satisfaction higher, the lower the turnover rate among the employees. When the employee have the authority to make their own decision, they will feel appreciate by the organization. A positive working environment will able to

increase the job satisfaction of an employee, and thus it will reduce the employee turnover rate in an organization.

Based on the research that conducted by Dickson et al. (2009), they discussed that employee with organizational tenure and employee empowerment have the directly relationship. This means that the employee who has longer tenure in the company will feel more empowered. Moreover, the increased experience can increase employee empowerment for the employee who has shorter tenure. Many researchers found that higher turnover rate are costly for automotive organizational because increasing in training costs for new employee. Environment can influence individually-oriented concepts of empowerment which is the personality variable (Zimmerman, 1990).

Involvement in decision making produces feelings of empowerments and also induces motivation which leads to a good working attitude, greater organizational commitment, greater job satisfaction, lower stress and higher job performance. Employees who involves in decision making tend to be more likely to value the outcomes (Black & Gregersen, 1997). This is the important attitudes needed in automotive industry in order to attract and retain their employee lead to low turnover intention among the car salesman. According to Harris, Wheeler, and Kacmar (2009), the level of employee empowerment and job satisfaction is the important factors to determine the motivation of the employee to perform better in an organization.

2.1.3 Working Environment

Working environment is a physical geographic location that provided by organization for their employee to work (Rizwan, Khan, Saboor, Mir, Riaz, Gillani, and Azhar, 2012). Place where workers are working at and contribute of their knowledge and skills on the job. Working environment can be affected by factors comparatively to the workplace such as personal respect and management style of the organization. In case, if the working environment is affected, it will influence the turnover rate of the organization. This is because if the employee unable to adapt the working environment that provided by organization, they will feel dissatisfied and unhappy in their job performance. This situation will lead the employee to leave the organization and hence increase its employee turnover rate. In order to maintain the employee turnover rate, the organization should provide positive and friendly working environment for their employee (Nawaz, 2011). A good working environment will lead to high motivation and satisfaction among employee towards their job task. So that, the turnover rate of employee will be decrease in this phenomena.

Car salesmen have to handle all the jobs inside and outside of the organization. They spend their time to deal the business with the customers by providing new information of vehicles to the potential customers in order to getting high commission and improve profitability for their organization (Gberevbie, 2010). Therefore, it is very important for the organization to arrange a comfortable working environment with various facilities such as gymnasium room and clinical healthcare workers. All of this facility able to help the car salesman to release their job-related stress in order to enhance their motivation toward the job and increase the work performance as well. If the organization unable to provide friendly working environment to employee, it will cause the turnover

rate among car salesmen increase because they are dissatisfied and unable to adapt to their working environment in the organization.

According to Ngambi (2010), a high quality of workplace provides high employee morale and this lead to a high level of commitment and motivation among employee towards their job and organization. However, a discounting of workplace such as downsizing or budget shortage will decrease the employee morale and cause to the declination of their work performance and organization productivity (Ngambi, 2010). The discipline problem of employee such as absenteeism due to low level of morale will affect the running of overall organization that also brings negative impact to the organization profit and its turnover rate. Hence, a high quality of workplace will affect to the level of employee morale and their turnover rate in an organization.

Trust is conditions where people are believe in each other in order to pursue something for certain benefit and the organization between employee and top management will affect the turnover rate. According to Lee, Huang and Zhao (2010), employees have high believability toward organization will makes things done. By building strong trust in the working environment, employees are more willing to spend their time for the organization in order to increase the productivity. Besides, they have confidence towards top management for every decision made for the organization future (Kenan-Flagler Business School, 2012). A sense of unity is established when organization trust between employee and top management increase. When the employees perform their job in a working environment with strong level of trust between them and the management, they are more willing to work together as a team to improve the productivity and profitability of an organization. Thus, the employee are more likely to stay in the organization because they are happy in

performing their job task under working environment that have good relationship with the management since they have strong trust to each other.

In addition, management style is a factor that will influence the working environment providing by an organization. This is because management style will show how an organization to manage several situation or problem from internal and external environment in order to decrease the turnover rate. A well management provided by organization will retain talented employee (Jaffari, Aziz, Hussain, Akhtar and Rehman, 2011) because they are able to overcome the conflict in organization and provide a good working environment for the employees. Managerial of the top management plays a big role in order to provide a great working environment. As a result, top management has to pay more attention to their employee for what they need and want (Ahmadi, Jalalian, Salamzadeh, Daraei and Tadayon, 2011). Besides that, top management should give chances to their employee for voice out their thought and support their effort to make the employees feel valued and appreciate by the organization.

According to Guo and Sanchez (2005), a good working environment with open communication between employee and organization is a tool for enhancing the good relationship and increase their work satisfaction. When problems existed, employees are encouraged to provide solutions and advice to top management. And so top management will accept what employee provide and take it into account. Hence, employees feel that what they have to say has value and it will make them belong in the organization (Lee, Wu, and Lee 2009). However, the top management is unable to manage well communication with employee that will bring worse situation to the organization (Ramakrishnan and Yasin, 2011). As employees are unable to get a clear direction and organization's goals from top management, it will influence their work productivity and work satisfaction toward the job.

Therefore, turnover rate might be affected since they are dissatisfied due to unable to perform well in their job task.

Based on the research that done by Anvari, Amin, Ismail and Ahmad (2010), training and development focused is a way for increasing the knowledge and working quality of employee. Being car salesmen, they must have sufficient knowledge about the information of vehicle and solution when facing critical problem with customers. By this way, the car salesman able to communicate well with the customers and this situation able to make them feel satisfied with their performance. Employee with routine training and development will be leading to increase efficiency and productivity as well. In addition, trained employees with positive attitude will treat well to their customers in order to enhance the image of the organization (Ongori, 2007). According to Ongori (2007), trained employees have high commitment to organization and they feel good about coming to work. Therefore, once the organization able to provide friendly working environment with sufficient information and guidelines to the employees, they are more willing to remain in the organization and thus it will decrease the employee turnover rate.

2.1.4 Reward

Reward refers to salary or money. It is a form of payment to the employee periodically daily, weekly or monthly as a compensation for their contribution towards the organization. Reward is the most important factors that affect an organization's turnover rate (Kayuni and Tambulasi, 2007).This are because employees are working to receive the payment of salary from the organization to cover their outcome or to remain their life. If the employee is not satisfied

with the reward that pay by the organization, the will leave from the organization and find another job that will pay more high reward for them (Ahsan, Jabran, Zile, Nazish, and Kashif, 2011).

According to Eyupoglu and Saner (2009), pay satisfaction is based on the employee's perceptual and comparative processes, employees are more satisfied with their payment when the employees perceive the ratio between their contributions and pay to be favorable as compared to other. In the opposite, the employees will feel dissatisfaction with their payment if the payment is lower than what actual the amount of payment that they should receive based on their contribution. When the employee is feel that they are dissatisfied with the payment, this situation will cause the employees to leave from the organization and gives rise to high level of turnover rate which will finally lead to actual turnover (Ozer and Gunluk, 2010).

In an automotive industry, the reward that pays for the car salesman is based on their basic salary and the commission. If the reward that achieve by a car salesman is low, it will cause the car salesman feel low attractiveness toward the job and have no motivation to performing good in their job position (Chiboiwa, Samuel, and Chipunza, 2010). This situation will make the car salesman difficult to achieve the goal that set by the organization and will lead the employee to leave from the organization.

There are two main factors that may affect the reward level among the car salesman. According to Riga (2006), one of the factors that affect the reward level is the employee's productivity. If the employee productivity is high, the reward that receives by the employee will be high; in the opposite, if the employee's productivity is low, the reward that will be pay low. In the automotive industry, the productivity of the car salesman is the number of car

that sold in a month. If the car salesman successes sell many cars in a month, the reward (commission) that receives by the salesman will be high. However, if the car salesmen just sell fewer cars in a month, then the reward that receives by the car salesman will be low. If the car salesman is always low productivity, it may cause the car salesman always fail to achieve the goal that set by the organization, always achieve low reward, and stress form surrounding. This situation will lead the car salesman to quit from the organization (Zheng, Kaur, and Tao, 2010).

Besides that, education level also is one of the factors that can affect the reward level that received by the car salesman (Doorenbos, Imerman, and Orazem, 2005). Nowadays, most of the employers are more focus on the education level of an individual rather than the ability to work of an individual. The employer is more willing to pay a high salary for a person who has a high education level. For the car salesman, their reward is based on their basic salary and the commission. This situation may cause the pay dissatisfied to the car salesman with low education level. This is because the car salesman who have high education level will receive higher amount of basic salary compare to the car salesman who is low education level. This situation will cause the employee feel unfair and dissatisfied with the payment and the result is the employee will be leave from the organization.

Reward is the most importance factor and reason that cause an employee stay or leave from the organization. If an employee is not satisfied with the reward that he/she receive, the employee will quit from the job and find another job that can pay more higher. There are few of the factors that can make an employee feel unsatisfied with the payment, for example, unfairly payment and low reward (Jaffari, Aziz, Hussain, Akhtar, and Rehman, 2011). So that, the organization should have a fair reward payment system to pay the compensation for their employees in order to retain the employees.

2.1.5 Supervisory Support

Nowadays, supervisory support considered as a very important issue that effect the turnover rate in an organization. According to Powell (2011), supervisory support defines as the extent to which leader value employees' contribution and concern about their well-being. When a leader come with a high supervisory support, this will make the employees feel that they are valued and appreciated by their management and organization (Powell, 2011). Supervisory support also refer to the mentoring that used by the manager or supervisor towards their employees for development orientation (Atif, Kashif, Ijaz, Muhammad and Asad, 2011). This is because when a manager or supervisor provides mentoring, it will affect the skill development and intention of employees to remain with the organization (Atif et al., 2011). In other words, supervisory support is a process that use dialogue and constructive feedback to help staff, volunteers and entire organization improve their performance in order to achieve organization vision and mission, while setting goals for them to growth and development in future (Roya, Salmiah, Wan and Ungku, 2010).

Furthermore, Wang (2012) found out supervisory support is an important kind of supervisor and follower *guanxi* in China. This *guanxi* represent the quality of relationship that consist informal tie between two or more individuals or groups involving shared social experiences, exchange of favor and trust among supervisor and follower. This issue is a key factor to influence the performance of employees and also their intention to leave an organization. Superior support can determine the improvement of employees by ensuring the employees understand their goals and by guiding and encouraging them in job performance rather than resorting to punishment (Wang, 2012). The superior support that leads to the successful of employees to complete their job performance will influence their intention to remain or leave the

organization. For instant, when the car salesman able to perform well in their job task due to the support that given by their manager or supervisor, they will feel valued and appreciate because they realized that the top management that represent the organization is concerning about them. This will create a friendly working environment for them that encourage car salesman to work hard for it and remain in the organization and thus it can be reduce the turnover rate among the employees.

Besides that, an employee always influence by the level in which they are interacting with supervisor in organization. Roya et al. (2010) has shown that supervisory support able to improve employees' job attitude such as organizational commitment and it is negatively related to turnover rate among the employees. This because when a supervisor able to create a friendly working environment with a sense of belonging and provide effective training, it can enable the employees display strong commitment to the organization (Roya et al., 2010). Once the car salesman have a strong feeling of commitment, they are more likely to remain in the organization because they able to accept the organization culture and this will lead them to be loyalty against organization. However, car salesman will has a low feeling of commitment if the organization unable to provide high supervisory support to them. This is because the car salesman unable to perform well in their job task without the support of management such as provision of guidelines about their job. A high turnover rate may occur in that particular organization because the car salesman tend to leave since they cannot feel any value and concern that giving by their organization through the supervisory support.

According to Ahsan, Jabran, Zile, Nazish and Kashif (2011), the employees leave the organization not always because of their dissatisfaction towards organization, but it is due to their relationship with the manager or supervisor. This kind of relationship will affect the overall satisfaction of employees that

may influence their intention whether to stay or to leave the organization. If the management supervisors unable to support the employees by clearly define the role of employees in their job task, this will lead to the problem of lack of role clarity happen and thus cause the employees to quit from the organization (Ongori, 2007). The lack of role clarity of employees can be happen due to low supervisory support like unclear expectation of supervisors, ambiguity of evaluation methods, inadequate information on how to perform well in job task, lack of consensus for duties and extensive job tension. All of these factors will make the employees feel less involved and less satisfied with their job, less committed to organization and in the end, they may have the intention to leave the organization (Ongori, 2007). This situation will create a high turnover rate happen in the organization. For example, if the manager unable to highly support the car salesman by clearly define their role and providing adequate information on how the car salesman can effectively and efficiently perform their job, the car salesman may unable attempt to it and this will make them feel unhappy with the job. Hence, they may leave the organization because they are unable to handle well in their job and also the relationship with the management.

So, an organization need to concern about the issue of supervisory support because it is a strong predictor of numerous positive outcomes (Powell, 2011). When an organization associated with high supervisory support to their employees, this situation able to increase the job satisfaction, improved relationship with employees, reduced job tension, reduced turnover rate among the employees and create other positive outcomes that may come out with high supervisory support.

2.1.6 Job Stress

Stress is a person's body to a change that requires physical, mental, emotional strain or tension. In the other word, stress is someone's mental feel that tension to something around them. Job stress is the tension that faced or feels by the employees in an organization against their job. There are many factors that cause job stress among the employees, for example unclear work or conflicting roles, long hours worked, lack of control over work, low job security and lack of participation in decision making. Job stress is associated in the working environment, the higher the job stress or job tension could lead to a quitting, then the perceive stress exceed the threshold limit, the individual will quit, tension affects satisfaction and will at the end lead to higher chance of quitting (Lin, 2011).

One of the factors that cause stress among the car salesman is long time working hours. Normally the working hour of car salesman is more than 12 hours per day in the workplace. The job activity that a car salesman need to do included of selling the car, meeting with the customer, process the car selling contract, and so on. When a car salesman is overwork, it may create a work-life imbalance for them and this situation may cause the car salesman difficult to meet the requirement of his/her family and the social. As a result, the car salesman will feel stress and they will quit from the job to find another job that can create a work-life balance for them (Butali, Wesang'ula, and Mamuli, 2013).

According to Malik (2011), the next factor that can cause stress to the car salesman is the organization culture. Organization culture is the value and behavior that create a unique social and psychological environment of the organization. The culture of organization included of the value, vision,

language, belief, habit, and so on (Enayati and Ghasabeh, 2012). If an employee is work in the organization that is different culture with him/her, it may cause the employee difficult to join and work with the others employee in the organization and this situation will lead the employee feels stress and leave from the organization.

Besides that, bullying in the workplace also is one of the factors that cause stress among the car salesman. Bullying is the any negative action whether is directly or indirectly that can cause hurt to someone. Bullying in the workplace can be carry out by someone to the another person through many different way, for example ignore the person, defamation, belittle, curse the person, and so on. When an employee is bully by the others employee in the organization for a long time period, the employee will lead to stress, mental problem and healthy problem and finally will lead to quit from the organization (Razzaghian and Shah, 2011). In the automotive industry, bullying usually is happened to the new employee. The older car salesman will bully the new hiring car salesman based on their working experience, their working duration in the organization and their relationship with the customer and the management department. The reason why the experienced car salesman want to bully the new hiring car salesman is because of they want the new hiring car salesman scare to them and will listen and follow what they saying. The second reason is because they scare the new hiring car salesman will grab their business, so they using the bullying way to force the then to quit from the organization. The new hiring car salesman will feel stress when they are bullying by the experienced car salesman and after a long time period, they will failure to hold this pressure and they will quit from the organization.

Furthermore, according to Bickford (2005), the communication style also is one of the factors that can cause stress among the car salesman.

Communication style is the way how a person communicates with others people. A good communication style is the most basic tactic that should have by the car salesman to perform in their job position. This is because a good communication style will lead the car salesman to having a good relationship with the customer in order help them to get the business. A good communication style also can help the car salesman to prevent from misunderstanding the message from the customer, avoid making mistake, and save time (Adejimola, 2008). In the automotive industry, if a car salesman is a poor communication person, then there is difficult for him/her to have a good communication with the customer and this situation will made the car salesman failure to get the business. When the car salesman achievement is low, the pressure from the top management will push on the car salesman. This situation will cause the car salesman feel stress because cannot achieve the organization goal and as the result is the car salesman will quit from the job.

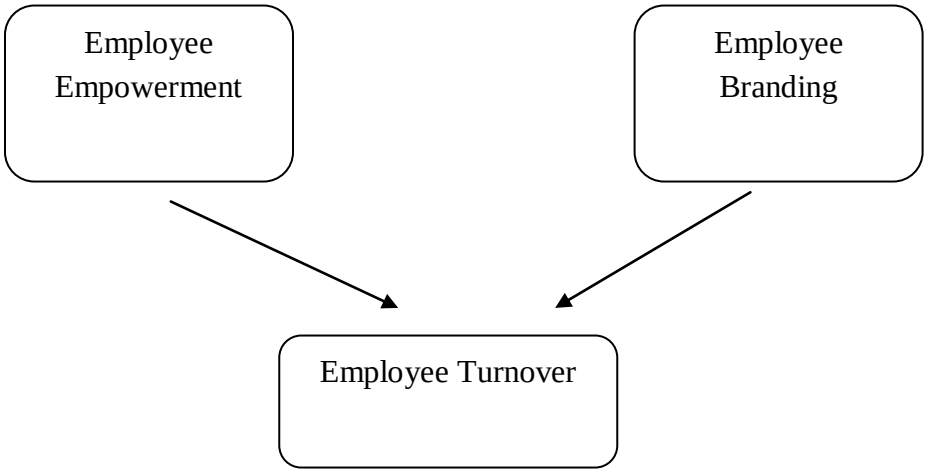
Stress may cause a lot of negative impact to an employee. The negative impacts included of decrease commitment to work, difficult to thinking and making decision, healthy problem, poor performance in the job, and so on (Paruk and Singh, 2011). This effect will cause an employee failure to have a good performance in their job position and lead them to leave from the organization.

2.2 Review of Relevant Theoretical Model

2.2.1 Employee Empowerment

2.2.1.1 Model 1

Figure 2.2.1.1: Factors Contributing to Turnover Rate



Notes Adapted from Aijaz and Shah (2013)

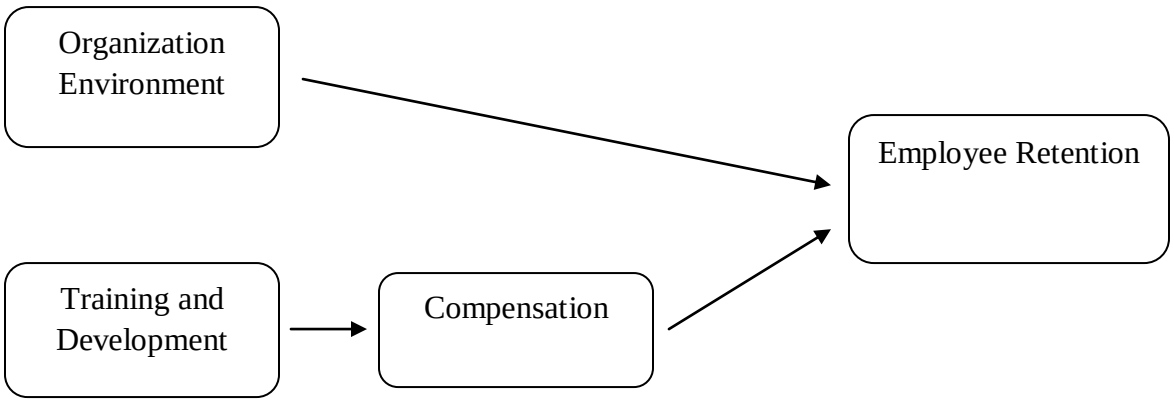
Based on the model from Aijaz and Shah (2013), the employee turnover is affecting by two variables which is employee empowerment and employee branding. As an example that related to our study, if the organization able to implement high level of employee empowerment to the car salesman by allow them to make own

decision in their job task, the car salesman will be more responsible and tend to work hard in job performance because they feel that they are trusting by the organization. This kind of working environment will make them feel appreciated by the organization and indirectly build a strong loyalty against their organization. So, they are more likely to stay in the organization because they are satisfied with the working environment that consists of high level of employee empowerment provided by the organization. Thus, the turnover rate in automotive industry will be able to decrease and manage with effectively and efficiency.

2.2.2 Working Environment

2.2.2.1 Model 3

Figure 2.2.2.1: Factors Contributing to Turnover Rate



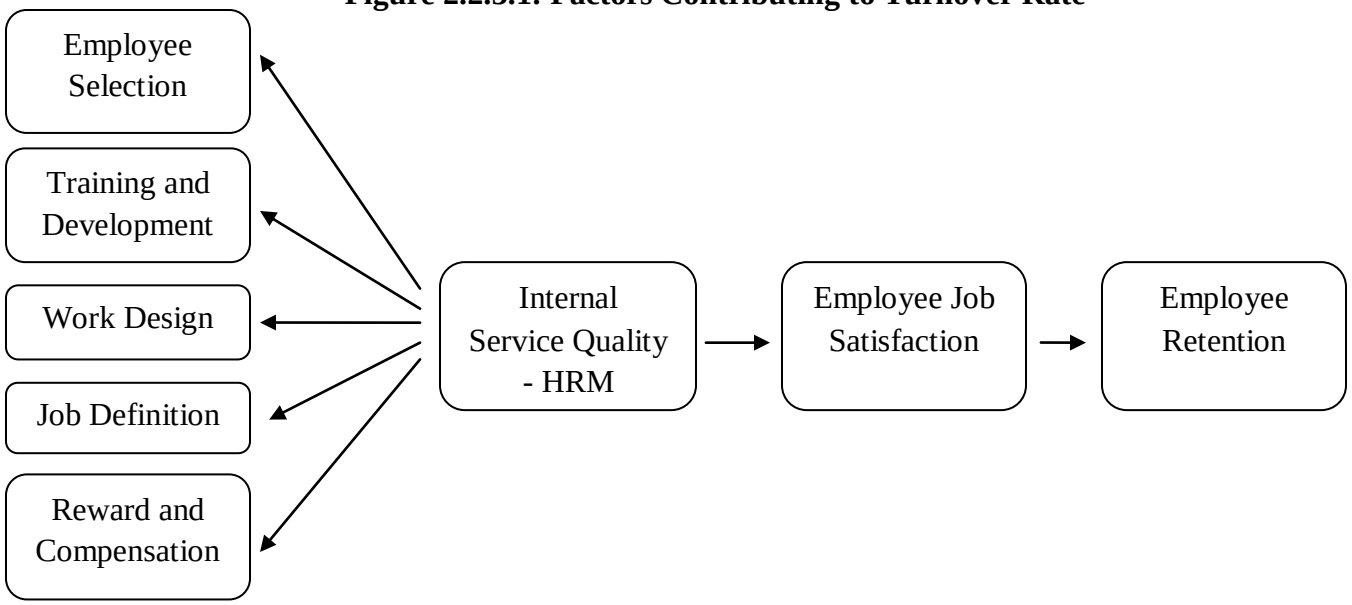
Notes Adapted from Atif, Ijaz, Abdul and Nadeem (2010)

According to Atif, Ijaz, Abdul and Nadeem (2010), the working environment in organization and the policy of organization for training and development will bring effect to the turnover rate among the employees. If the organization able to provide friendly working environment, the car salesman will feel happy when perform their job task and this will make them satisfied with the organization. Hence, the car salesman more likely to remain in the organization instead of quit from there and this situation able to reduce the turnover rate of car salesman in the automotive industry.

2.2.3 Reward

2.2.3.1 Model 4

Figure 2.2.3.1: Factors Contributing to Turnover Rate



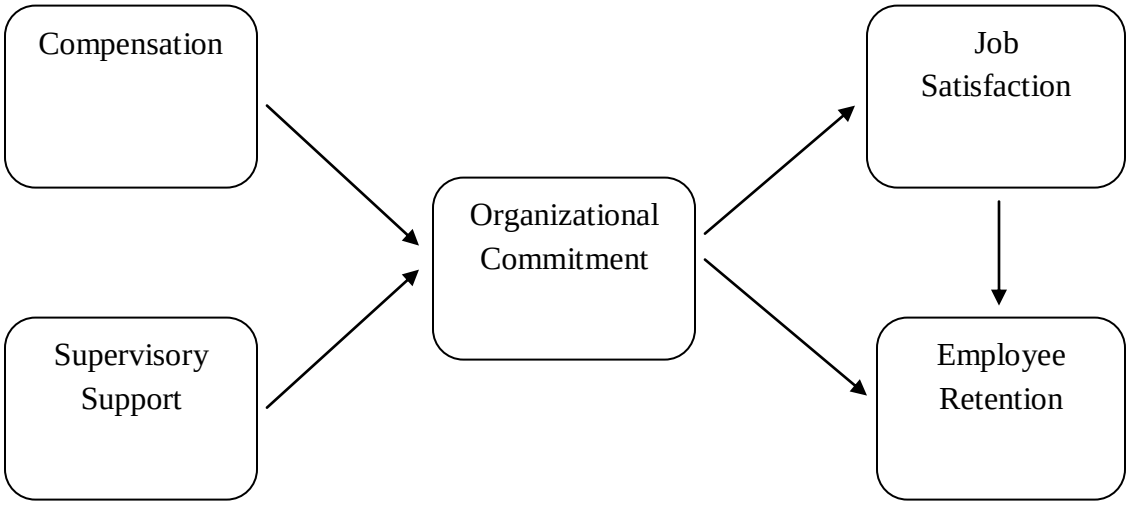
Notes Adapted from Muhammad, Kashif, Ijaz, Nadeem and Ashfaq (2010)

The model has been showing that internal quality service that provide by Human Resource Management (HRM) in an organization able to affect the job satisfaction among employees. The article of Muhammad, Kashif, Ijaz, Nadeem and Ashfaq (2010) said that internal quality service can be determine and evaluate by a few elements which is employee selection, training and development, work design, job definition and reward and compensation. We are focusing on reward and compensation as our independent variable in our study. The policy of reward and compensation that set by HRM will be able to affect the job satisfaction and employee retention in an organization. As an example, if the reward and compensation that set by HRM in automotive company is good enough from employees' view, this situation enables the car salesman to feel satisfied with the organization. So, they are more likely to stay in the company and build their loyalty against the company. By this way, the turnover rate among car salesman in automotive industry able to control and reduce from time to time.

2.2.4 Supervisory Support

2.2.4.1 Model 5

Figure 2.2.4.1: Factor Contributing to Turnover Rate



Notes Adapted from Atif, Kashif, Ijaz, Muhammad and Asad (2011)

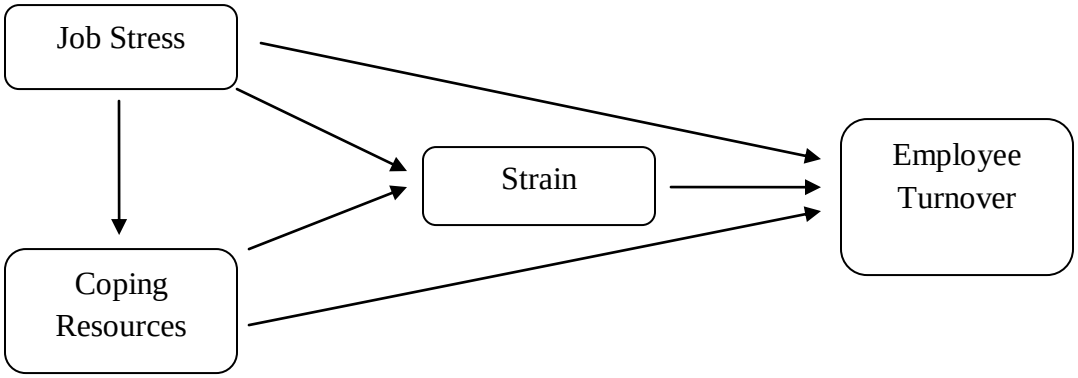
According to Atif, Kashif, Ijaz, Muhammad, and Asad (2011), the compensation and supervisory support will determine the level of organizational commitment and hence effect the job satisfaction of employees and their retention in the organization. Since our research is focusing on the supervisory support, so if the top management able to highly support the car salesman by providing the guidelines on how to perform well in their job task, the car salesman will feel valued and appreciate because the organization is concern for them by showing high level of organizational commitment. By this way, the car

salesman will feel satisfied with their job and organization. Hence, they will tend to stay in the organization and this situation able to reduce the turnover rate among car salesman in automotive industry.

2.2.5 Job Stress

2.2.5.1 Model 6

Figure 2.2.5.1: Factors Contributing to Turnover Rate



Notes Adapted from Layne (2001)

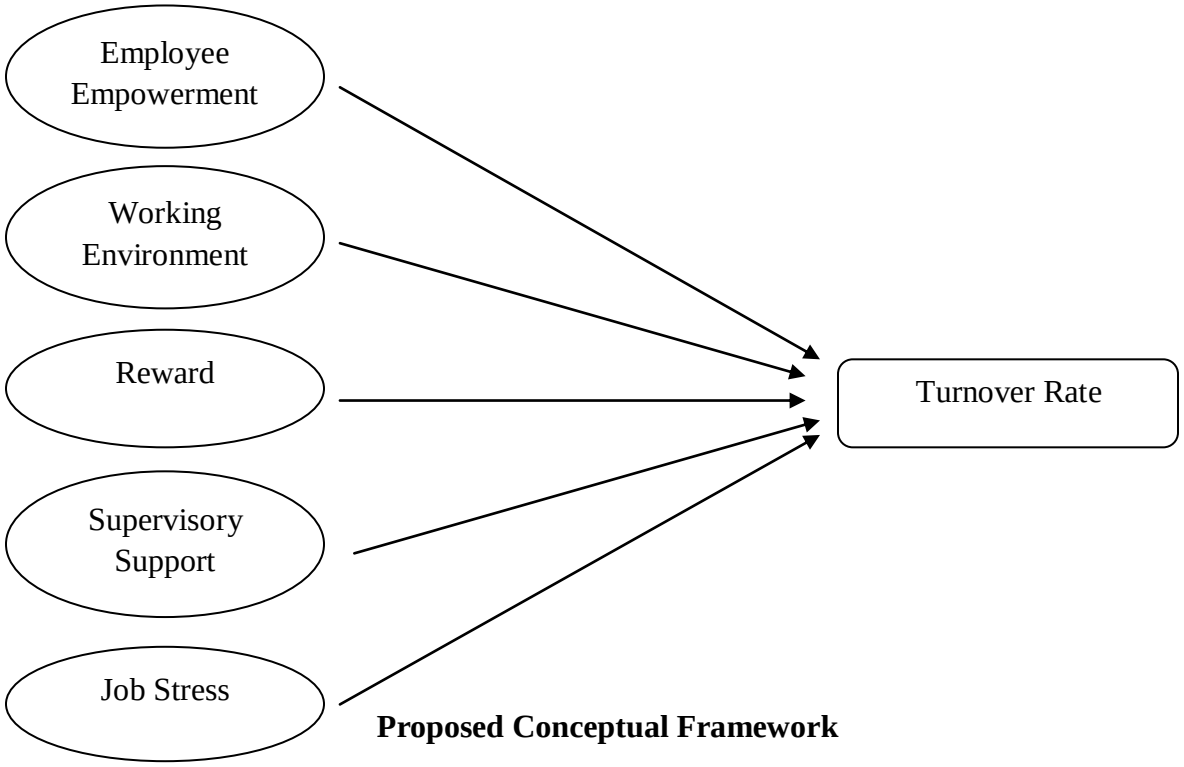
The model from Layne (2001) has been show that the employee turnover is affecting by three elements which is job stress, coping resources and strain in an organization. The strain is affected by stress and coping resources while stress able to affect the coping resources (Layne, 2001). However, job stress also able to bring effect to the employee turnover directly in the organization. For instant, if the car

salesman is facing a lot of stress due to the insufficient information on how to perform well in the job task or unable to balance in work-life, this high level of stress will cause the car salesman tend to leave the organization because they are unable to adapt to the organization. Therefore, the turnover rate in the organization and automotive industry will increase from time to time.

2.3 Proposed Theoretical / Conceptual Framework

2.3.1 Model 1

Figure 2.3.1.1: Factors Contributing to Turnover Rate



Proposed Conceptual Framework

The model of this conceptual framework is formulated based on previous literature review. This proposed conceptual framework is developing by relating all the independent variables which is employee empowerment, working environment, reward, supervisory support and job stress with dependent variable which is employee turnover rate. All of these independent variables are the key factors that bring the effect to the employee turnover rate in an organization.

According to Aijaz and Shah (2013), employee empowerment is one of the key factors that may effect to the turnover rate of employees in an organization. This can be show when there is a high level of employee empowerment, employee tends to stay in the organization because they feel that appreciate by the organization since they have the autonomy to participate in organization's decision making. If the organization able to provide friendly working environment to the employees, this will also reduce the employee turnover rate because they are feel satisfied and more likely to remain in the organization (Atif, Ijaz, Abdul and Nadeem, 2010).

The research that conducted by Muhammad, Kashif, Ijaz, Nadeem and Ashfaq (2010) also shows that the reward and compensation will bring the effect to the employee turnover rate. If the employees satisfied with the reward and compensation policy that set by HRM, they will remain in the organization instead of quit from the job. Not only this, Muhammad, Kashif, Ijaz, Nadeem and Ashfaq (2010) said that if the top management able to highly support the employees in their job task, they are more likely to stay in the organization because they are always motivate by the top management and this will make them feel concern by the management. Thus, the turnover rate able to reduced in organization. Last but not least, job stress also is also one of the important variables that will determine the employee turnover rate in an organization. This is because when the employee has a lot of job-related stress, they are

unable to remain with the organization since they cannot complete their task effectively and hence, the turnover rate among employees will be higher in organization (Layne, 2001).

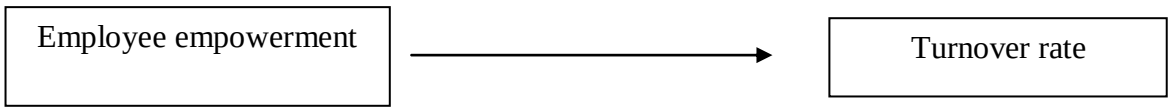
2.4 Hypothesis Development

Hypothesis to be tested

Test 1: Pearson Correlation Coefficient

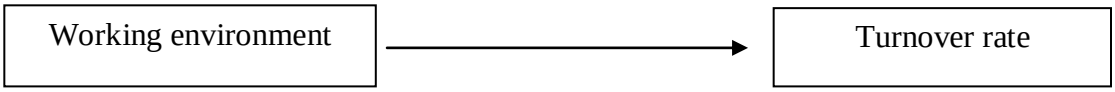
Hypothesis 1

H_0: There is no significant relationship between employee empowerment and turnover rate.
H_1: There is a significant relationship between employee empowerment and turnover rate.



Hypothesis 2

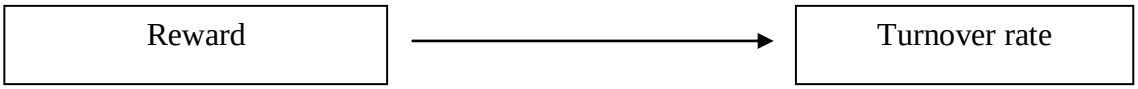
H_0: There is no significant relationship between working environment and turnover rate.
H_1: There is a significant relationship between working environment and turnover rate.



Hypothesis 3

H_0: There is no significant relationship between reward and turnover rate.

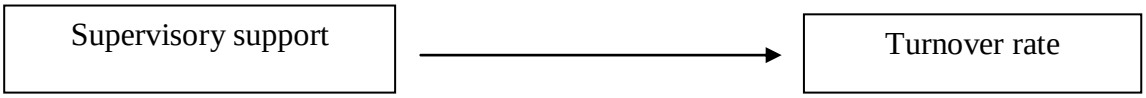
H_1: There is a significant relationship between reward and turnover rate.



Hypothesis 4

H_0: There is no significant relationship between supervisory support and turnover rate.

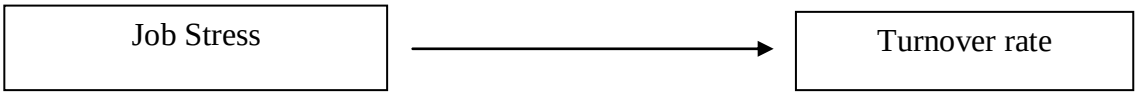
H_1: There is a significant relationship between supervisory support and turnover rate.



Hypothesis 5

H_0: There is no significant relationship between job stress and turnover rate.

H_1: There is a significant relationship between job stress and turnover rate.

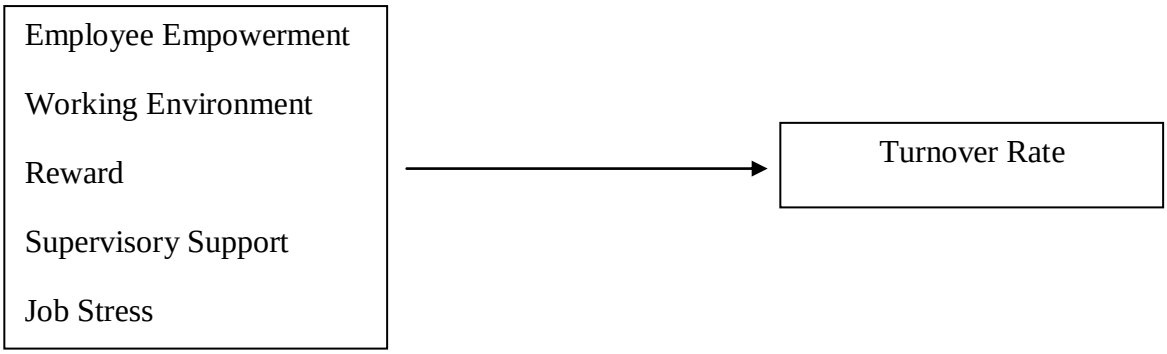


Test 2: Multiple Linear Regressions

Hypothesis 6

H_0: There is no relationship between employee empowerment, working environment, reward, supervisory support, and job stress with turnover rate.

H_1: There is a relationship between employee empowerment, working environment, reward, supervisory support, and job stress with turnover rate.



2.5 Conclusion

As conclusion, chapter 2 has included several relevant and provided a review of literature background for better understanding of our research and review of relevant theoretical models with the proposed theoretical framework. Besides that, the hypothesis development has also help to decide the research methodology that is required and appropriate for this research.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Research methodology is a process that used to solve the research problem systematically (Rajasekar, Philominathan, and Chinnathambi, 2006). In this chapter, the research method will be discussed. Firstly is the research design with justification for the chosen design. Secondly is the data collection methods where the methods of collecting data is explain and follow by the sampling design section that include the sample size of the research. The research instrument is also explained in this chapter with clarification on how the respond is to be measured in the constructs measurement section. Lastly would be description on the data preparation processes, data analysis and a brief recap about the chapter.

3.1 Research Design

Research design is a plan or strategies that enable us to conduct the research by using analysis problem solving technique such as what data to collect, who are the targeted respondents, which topic chosen for study, how to analyze the result and so on. One of the ways to conduct a research is gather the information from the external parties. This can be done by using different approach like face-to-face interview, telephone interview, distribute the questionnaire to the targeted respondents, using electronic questionnaires and other techniques (Sekaran, 2000).

The purpose in conducting our study is to examine the relationship between the employee empowerment, working environment, reward, supervisory support, and job stress (independent variables-IV) with the turnover rate among the car salesmen (dependent variables-DV). In order to accomplish this study, we are using the quantitative research method. According to Sibanda (2009), quantitative research is the research method that focuses on gathering and analysis the numerical data from a group of particular peoples. The reason of the chosen quantitative research method is because of the large sample size of our respondents that involved in this study. With the use of quantitative research, it will enable the researchers reach out to a large group of respondents in a shorter time period with more effectively as compare to qualitative research. Quantitative research method also enables the study to measure the degree of how the IV affects the turnover rate among the car salesmen in Pulau Pinang.

Besides that, this study also considered as causal research because it seeks to identify the cause-and-effect relationship between the independent variables and dependent variable. And the impacts on the independent variables to dependent variable will show off significantly.

At the same time, we also use the correlational research for our study investigation. Simon and Goes (2011) defined correlational research as a research method that used to examine the relationship between two or more independent variables to the dependent variable. Since there are few variables that affect the turnover rate among the car salesmen, it will lead to a question in our mind about how the independent variables influence the dependent variable. By using the correlational research, it will help us to answer the question by explain the influential of our independent variables toward the turnover rate among the car salesmen in Pulau Pinang.

3.2 Data Collection Methods

The data collection is important for any kind of research study because results of a study may be affected due to inaccurate of data collection. Normally, qualitative researchers depend on few types of methods in collecting the data that they want. These methods included of interview, observation, focus group, analysis the documents, and audio visual (Gocer, 2010). While, for the quantitative researchers, they are more likely to collect the data by using random sampling through experiments, existing database, obtaining relevant data and surveys/questionnaires (Gocer, 2010). As a result, quantitative research is easier to interpret and summarize the data compared to qualitative research.

As stated in above, questionnaire is one of the ways to collect data for the research study. Questionnaires can be distributed to a big population, and it can help to save time and cost. It also enable to make people not to feel hesitate to respond to the questionnaires on controversial matters. The open-ended, closed-ended, likert-scale, multiple choice and ordinal scale are suitable to be added into the question when setting and formulate the questionnaire.

In this study, we decided to choose survey questionnaire as data collection method for our study. This questionnaire will consist of three sections which are Section A, B and C. The section A in our questionnaire is the demographic questions which are asking for the basic personal information of the respondent. While, section B is the questions that related to our independent variables and for section C, it consists of the questions about our dependent variable in the study.

3.2.1 Primary Data

Primary data also known as first-hand data which means that the data has never been published in other sources. Moreover, the data obtained from primary data is more reliable, valid and objective. Thus, it is important for a questionnaire to be standardized in order to make the researcher more easier in analyze the primary data that collected through the questionnaire. Primary data is very important because a study is more valid with the primary data and the study also can be conducted without secondary data as the data has been amended by researcher (Hox and Boeije, n.d).

In this research, we gather the primary data through distribution of the questionnaire to the car salesmen in Pulau Pinang. By this way, we can collect the information or the data that we need from the car salesmen in a short period of time and also in a cost efficient way. It enables us to save our time and cost in conducting the research study.

3.2.2 Secondary Data

The secondary data is the data obtained from a published source such as journals, article, and magazine. The gathered data is being processed by researcher for particular purposes and can only be treated as references. Our study is using relevant journals and articles as the evidence to support the research. When there is difficult to obtain primary data such as the respondents are not willing to provide information regarding the study,

secondary data will be the alternative solution to conduct the study (Hox and Boeije, n.d).

In the process of performing this research, a lot of journals, articles, and reference books are being go through to better understand our research concept. Most of the journals and articles are being obtained from the Universiti Tunku Abdul Rahman online databases and also through Google search engine. Whereas most of the reference books are also obtained from the library of Universiti Tunku Abdul Rahman as well as eBooks from Google eBook.

3.3 Sampling Design

Sampling design is the investigation of the data resources and allows the researcher to define the type of sample, sampling technique, sampling size and others. It is also a method to reduce the size before any data is collected to acquire a sample from the total population.

3.3.1 Target Population

Population is explained by Sekaran et al. (2010) as referring to "an entire group of people, events, or things of interest that the researcher wishes to investigate". It would be timely and costly for us to target the whole market as a whole; hence the car salesmen who currently perform their job in automotive industry will be our target population. As this study, we tries to examine the turnover rate of car salesman in automotive industry, thus it will

be viable to focus the target population on a location that has lots of car showroom. We are choosing second largest city in Malaysia that was Pulau Pinang instead of the largest automotive industry which is Kuala Lumpur, Malaysia. There are 95 car showrooms in Pulau Pinang and it is show in the Table 3.1. When we distributed the questionnaire in Autocity, Juru, we found that there have 4-6 salesmen in each car showroom. Thus, we estimated there are around 500 car salesmen in Pulau Pinang. According to Sekaran & Bougie (2010), as our total number of car salesman in Pulau Pinang are estimated to be 500 peoples, hence the recommended sample size is 217 peoples. With the 95% confidence level and +/-5% margin of error, 221 sets of questionnaire has been distributed to our respondents due to the possibilities of the occurrence of unused data.

Table 3.1: Number of Car Showroom in Pulau Pinang, Malaysia

Company	Number of showroom
Proton	11
Perodua	12
Nissan	7
Toyota	4
Ford	5
Hyundai	5
Kia	10
Peugeot	3
BMW	2
Chevrolet	1
Mini Copper	1
Susuki	3
Volkwogen	3
Mazda	3
Honda	6
Audi	1
Citroen	1
Mitsubishi	4
Mercedes Benz	1
Isuzu	2
Volvo	2
Land Rover	1
Alfa Romeo	1
Renault	1
Subaru	1
Chery	4
TOTAL	**95**

Source: The official website of each company, as at 20 June 2013

3.3.2 Sampling Frame and Sampling Location

As defined by Sekaran et al. (2010), sample is the subgroup of the population. In other words, a set of respondents are selected from a larger population. Sampling frames refer to the list of all people selected in appropriate population from which a sample has been taken. However, this research utilizes non-probability technique in the process of selecting sample, so the sampling frame is irrelevant. The data was collected from Pulau Pinang and we decide to choose Pulau Pinang instead of Kuala Lumpur to conduct our research because these places provide a large pool of appropriate respondents and it is also convenience for us to get our target research respondents.

3.3.3 Sampling Elements

Sample elements refer to whom respondent will take part in the research and the car salesman in automotive industry will play a part in our study. For a study to achieve its research objectives, the proper selection of respondent is necessary. In order to ensure the candidates to be a valid respondents, one condition has to be made which is the car salesman should be currently working in the automotive industry. This is because the car salesmen will provide relevant information that we need in our study.

3.3.4 Sampling Technique

Sampling method defined as a method for examining the total population and it included of probability and non-probability samples. Probability samples are selected to be representative of the population while non-probability is a sampling technique in which units of the sample are selected on the basis of personal judgment or convenience.

We are choosing probability sampling technique as our tool to select targeted respondent in this research. There are four types of probability sampling techniques which are simple random samplings, stratified random sampling**,** systematic random sampling, and cluster random sampling. However, the simple random sampling will be the sampling technique that used by us in conducting our research. All the questions in the questionnaire are set with basic language so that it can be easily to understand by everyone. By this way, the respondents able to answer the questions quickly due to the setting of the question is easy to understand, and thus we also able to collect it right after they answered it.

3.3.5 Sampling Size

Sampling size refer to the number of respondent participate in the research. Basically, larger size of population can generate higher accuracy. According to a table develop by Sekaran et al. (2010), given the population size of 500, the sample size of this study has to be 217. Hence, we decided to distributed total of 221 questionnaires to car salesman in automotive industry who currently work in car showroom that located in Pulau Pinang.

3.4 Research Instrument

Research instrument is one of the important components of research design because it is included a lots of tools such as survey, questionnaire, interview, observation or any research tool in gathering the data or information for our research study. It is also considered as a helpful tool for measuring a given phenomenon. Normally the research instrument is to measure the variable, characteristic, or information of interest, often a behavioral or psychological characteristic.

In our research, the personal self-administrated questionnaire is used as the research instrument which was conducted as it is efficient and easy to analyze. Our self-administrated questionnaire was function as a tool in accumulating primary data and to acquire responses which were then evaluated.

3.4.1 Questionnaire Design

We are using closed-ended or structured question in our questionnaire in order to ease the process of analyzing the data from respondent. The respondents can choose from a predetermined set of responses or scale point based on their perception. Thus, the questionnaire able to distributed to a larger population in a shorter period of time to improve the speed and accuracy of recording. The questions are adopted and modified from previous research papers that conducted by other researchers. The way on how the questions are asked, the language used, and the length of the questionnaire will directly affect the response rate. Therefore, the questionnaire was designed by using a simple language to reduce the possibilities of misunderstanding and uncertainties on the questions. Besides that, questionnaires are using the simple layout so that

it is convenient for respondents to easily understand and answer those questions without taking much of their time.

The questionnaire consists of 41 questions and divided into 3 sections which are section A, B and C. Section A collects the respondents' demographic information which consists of elements such as gender, ethnicity, age, monthly salary, highest level of education and service length. The questions in this section were design by using nominal and ordinal scale and there are 6 questions in section A. The purpose of this section designed is to gather the demographic and personal information about the respondents in automotive industry.

While section B covers questions that involve variables that affecting turnover rate among car salesman in automotive industry such as employee empowerment, working environment, reward, supervisory support and job stress. The purposes of section B designed are test for the independent variables. There are 30 questions in this section and measured by 5 point of Likert scales which are used to obtain the respondents preferences or degree of relation agreement. Respondents commonly choose from 5 alternatives, which are rated from 1- 5: 1- strongly disagree, 2-disagree, 3-neutral, 4- agree, 5- strongly agree.

Moreover, section C used to determine respondents overall view towards employee turnover rate in their company as well as automotive industry and there are 5 questions in section C. The purposes of this section C designed are test for the dependent variable. In this section, 5 point Likert scales also have been used. Respondents are asked to rate themselves whether their satisfied with their workplace based on criteria in term of employee empowerment, working environment, reward, supervisory support and job stress.

3.4.2 Pilot Test

After designing the questionnaire, reliability measure is the next step to be completed in order to ensure that measurements are reliable for our research. Pilot test is a survey which is done among a small group of respondents in order to ensure that questions being asked in the questionnaire are reliable. Other than that, the pilot test also used to check accuracy, reliability and validity of the questionnaires. Thus, we send our questionnaires to respondents who are currently working in the automotive industry by randomly.

In our research, we use 30 sets of questionnaires to conduct pilot test and it is aimed to minimize the mistakes that may made in the questionnaire before distributing it to the 221 targeted respondents. After the pilot test has been modified, another new set of 221 questionnaires will be redistributed to our respective respondents. Then, we use Statistical Analysis System (SAS) software to test the reliability and validity of the result. The result used to provide a clear picture of the respondents and lead to more reliable result. If the reliability of the result is low, we have to re-draft our questionnaires and find other questions which are more suitable for our target respondents. After that, we will perform re-test actions until we obtain the reliable results as shown below:

Table 3.2: The Standard of Coefficient Alpha

Alpha Coefficient Range	Strength of Association
$\alpha < 0.6$	Poor
$\alpha = 0.6$ to 0.7	Moderate

α = 0.7 to 0.8	Good
α = 0.8 to 0.95	Very Good
α > 0.95	Excellent

Source: Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th ed.). New York: John Wiley & Sons Inc.

The results of the pilot test are shown below:

Table 3.3: Reliability Test Results

No.	Variables	Cronbach's Alpha Value	Number of Items
1.	Employee Empowerment	0.814	7
2.	Working Environment	0.725	6
3.	Reward	0.721	6
4.	Supervisory Support	0.671	5
5.	Job Stress	0.898	6
6.	Turnover Rate	0.870	5

Source: Developed for the research from SAS version 5.1

3.5 Construct Measurement

3.5.1 Origins of Source of Measurement

Table 3.4: Original Sources of Measurement

Construct	*Adopted from*
Employee Empowerment	Malone.T.W (2004) Lin.Y.Y (2002)
Working Environment	Lee.C.C., Huang.S.H, and Zhao C.Y. (2010) Okoro, H.M. (2010)
Reward	Lee.C.C., Huang.S.H, and Zhao C.Y. (2010) Giacometti, K.S. (2005) Balkin, D.B. and Meijia, L.R.G (1990) Spector, P.E (1994)
Supervisory Support	Palomo, M. (2004)
Job Stress	Tepper, P. (2012)
Turnover Rate	Lee.W.J. (2008)

Source: Developed for research.

3.5.1.1 The Definition of Constructs

Table 3.5: The Operational Definition of Constructs

Multi- Item Scale Measure	No. of Items	Sample Items
Employee Empowerment	7	1. My superior always clearly indicates the specific goal of our department. 2. Our department is characterized by effective communication. 3. I have considerable autonomy in determining how I do my work. 4. In our department, everyone is goal oriented. 5. My superior knows how to effectively develop the potential of employees. 6. In our company, superiors provide their employees with relevant support. 7. I have a great deal of control on what goes on within my department.
Working Environment	6	1. My company provides an independent and healthy work environment. 2. I have the necessary equipment and tools to facilitate my job. 3. Teamwork is used to get work done rather than hierarchy. 4. Information is widely shared so that everyone can get the information he or she needs when it is needed.

		5. When disagreements occur, we work hard to achieve "win-win" solutions. Our approach to doing business is very consistent and predictable. 6. There is a clear and consistent set of values that governs the way we do business.
Reward	6	1. My company is committed to a merit pay system. 2. The benefits of employees are very good. 3. In my company, pay raises are determined mainly by an employees' job performance. 4. The fringe benefit (insurances, investment plans, etc) provided in my division is extremely generous. 5. I feel satisfied with my chances for salary increases. 6. I am satisfied with my chances for promotion.
Supervisory Support	5	1. My supervisor gave me regular feedback on my performance. 2. My supervisor thought about my training needs. 3. My supervisor was available to me. 4. My supervisor gave me practical support. 5. My supervisor was respectful of my views and ideas.
Job Stress	6	1. I am clear what is expected of me at work. 2. I know how to go about getting my job done. 3. If work gets difficult, my colleagues will help me.

		4. I am clear what my duties and responsibilities. 5. I can decide when to take a break. 6. I am given supportive feedback on the work I do.
Turnover Rate	5	1. I often think about quitting my job. 2. As soon as I can find a better job, I will quit this organization 3. I feel happy to work in this organization. 4. This organization has a great deal of personal meaning for me. 5. I do not feel strong sense of belonging to my organization.

Source: Developed for research.

3.5.2 Scale of Measurement

Scale measurement is a way to assign a number to an object. There have four types of measurement scales which are nominal, ordinal, interval, and ratio. Hinkin (1995) said that a good scale is measured by the reliability and accurately between two objects. In other words, it means that dependent variable and independent variables should have a close relationship between each other. So that, an accurately measurement scale are required in order to estimate the reliability of our questionnaires. Throughout this research, we will be using three types of scale which is nominal, ordinal, interval together with 5 point likert scale to measure each variable.

According to Stevens (1946), nominal scale is the most ordinary level of measurement which does not involve the number in measurement. It is also known as label for identification and classification towards an object. The question 1 (Gender) and question 2 (Ethnicity) in section A of the questionnaires are designed by using nominal scale whereby respondents are required to tick their choices on the box provided.

Ordinal scale is a ranking scale which contains nominal properties (Stevens, 1946) and it does not indicate the value of the interval between the rankings. Ordinal scale allows things to be arranged based on how much of concept they posses which included median or mode. In section A, question 3, 4, 5, and 6 of the questionnaires are designed to collect the privacy information of respondents included age, monthly salary, highest level of education and their service length.

The interval scale is carried out by using the 5 point Likert-scale which does not have a true zero. In our research, we will be using 5 point Likert scale that allows us to asking respondent to express their degree of agreement or disagreement. The reason for using 5 point Likert scale is it is easily to construct and has a good reliability in testing the responses (Stevens et al., 1946). The five response categories for our questionnaire are:

1= Strongly Disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly Agree

In brief, there are 3 sections in our questionnaire which are section A, B and C. The nominal scale is using for questions 1 and 2 in section A while questions 3 to 6 are using ordinal scale. Besides, the questions in both of the section B and C are designed by adopted interval scale through the using of 5 Likert scale. Respondent are required to specify their degree of agreement or disagreement with each of a series of statement about a stimulus objects given.

Table 3.6: The Scale of Measurement

Section	Category	Variables	Scale
A	Demographic Profiles	Gender, Ethnicity	Nominal
		Age, Monthly Salary, Highest Level of Education, Service Length	Ordinal
B	Independent Variables (IV)	Employee Empowerment, Working Environment, Reward, Supervisory Support, Job Stress,	Interval
C	Dependant Variable (DV)	Turnover Rate	Interval

Source: Developed for research.

3.6 Data Processing

According to Gupta (2009), data processing is a process of converting the resources or the data that gather from the respondents into usable information. There are five steps to carry out the data processing, which are editing, coding, data entry, validation, and tabulation.

3.6.1 Editing

The first step of data processing is editing which refer to the activity that aimed to detect and correct the error in the data. Data editing is conducted to make sure the data that gathered are accurate, complete, and consistent (Sekaran & Bougie, 2010). The data that collect from the respondents may become error because of the respondents missed out or unwilling to answer some of the questions in the questionnaire. When we are collecting back the questionnaires that distribute to respondents, we will go through this step of data edition. If we are found out there is some questions do not filled up by the respondents, we will help the respondent to fill up the blank column based on the respondent's pattern in answering others question. However, Babin, Carr, Griffin, and Zikmund (2009) also said that if there are too many questions did not answer by the respondents, we should directly ignore that particular questionnaire.

3.6.2 Coding

Coding will be the second step of data processing in this research. According to Hair, Bush and Ortinau (2008), data coding is a process in which assign the

data in a random order or coding the data and then aligned the data into a particular system in the next step.

3.6.3 Data Entry

The data processing is continuing with the next step which is data entry. After label and coding the questions in the questionnaire, the researchers need to enter the respondent's answer into the computer software for processing (Sekaran & Bougie, 2010). The data will be transcribed into Statistical Analysis System (SAS) software for data analysis after data is entered into the computer.

3.6.4 Validation

The following step is validation. Validation is the process of double check the data to make sure the data is enter correctly to prevent any error occurs (Gupta, 2009). After confirm that all the data is enter into software correctly, then now we can run the software and get the result.

3.6.5 Tabulation

Tabulation is the final step of data processing. After enter the data and run the software, the analysis of data will come out with relevant result (Gupta, 2009). The result will be show in the next chapter.

3.7 Data Analysis

In a research, it is not only important to understand the problem that being research, but also important to properly analysis the data that collected from various techniques such as questionnaire and interview for the research purpose (Shaukat, n.d). Data analysis is the process of evaluating data collected in an analytical and logical way to examine each component of the data provided. This form of analysis is one of the steps that need to be complete when conducting a research. The researcher will gather, review and analysis the data from various sources to form some sort of finding for the relevant research. It enables the researcher and reader to better understand with more clearly about the respondent's point of view about the independent and dependent variables that carry out in our research.

Furthermore, the data collected will be analysis statistically by using Statistical Analysis System (SAS) and its function is to analysis the quantitative data in an effective and efficiency way. The SAS also enables us to present our data or information clearly through graphical presentation such as bar chart, pie chart and histogram. In our study, Pearson Correlation analysis as one of the SAS methods is using to test the relationship between independent variables (employee empowerment, working environment, reward, supervisory support and job stress) and dependent variable (turnover rate) that carried out in the research. Besides that, the hypothesis of this research also can be evaluated by using SAS to determine whether the hypothesis is supported.

3.7.1 Descriptive Analysis

According to Shaukat (n.d), descriptive analysis is the process where the raw data is transformed into a form that will make researchers to better understand and interpret the data or information in an easy way. The form of table, bar and pie chart usually will be used to present the descriptive information when the data or information in the research is analyze by using descriptive analysis. Shaukat (n.d) also said that descriptive analysis involves the step of calculating average, frequency distribution and percentage of the responses and the form of statistical analysis will be influence by the type of measurement and scale level of measurement.

Moreover, the data about demographic information of the respondents which is section A in our questionnaire will be collected by using nominal and ordinal scales. Therefore, the proposed measurement of descriptive analysis included frequency and percentage distribution will be conducted in order to gather the details about the six personal characteristics of the respondents which are gender, ethnicity, age, monthly salary, the highest educational level and their service length. Besides that, interval scale are to be used in section B and section C of the questionnaire, thus the data collected will be analyzed by using mean and standard deviation with variance analysis.

3.7.2 Scale Measurement

The concept of test reliability is examined in terms of general, group, and specific factors among the items and the stability of scores in these factors from trial to trial. Nahid (2003) defines reliability as the degree to which measures are free from error and therefore yield consistent result. Besides,

Cronbach's alpha value is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2010). Thus, our research is using reliability test to carry out in the data analysis and the coefficient alpha (Cronbach's alpha) value is used to measure internal-consistency reliability whereby is compute the average coefficients based on all data collected. Based on research that conducted by Sekaran (2003), the range of reliability that are less than 0.6 are considered as poor, while in the range of 0.6-0.7 are considered to be acceptable, and those over 0.8 are considered as good for the research.

3.7.3 Inferential Analysis

3.7.3.1 Pearson Correlation Analysis

Pearson Correlation Analysis is used to measure the relationship between independent variables and dependent variables in any research that being conducted by the researches. All the independent and dependent variables in our study is measured with likert scale. For that reason, the relationship between independent variables which are employee empowerment, working environment, reward, supervisory support and job stress and dependent variable which is turnover rate in our research are measured by using Pearson Correlation Analysis.

According to Hair, Money, Samouel and Page (2007), the number representing Pearson Correlation is referred to as a correlation. It

ranged from -1.00 to +1.00 while zero representing absolutely no linear relationship between two variables. If the value of r is +1.00, there is a perfect positive linear relationship. Whereas a perfect negative linear relationship exists if the value of r is -1.00. Table 3.6 below show the Pearson Correlation Coefficient:

Table 3.7: Pearson Correlation Coefficient

Coefficient range	**Strength**
±0.91 to ±1.0	Very Strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
0 to ±0.20	Slight, almost negligible

Source: Hair, J. F. Jr., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business. Chichester. West Susseex: John Wiley & Sons, Inc.*

3.7.3.2 Multiple Regression Analysis

Multiple regressions is a set of independent variables which describe the variance proportion in a dependent variable at a significant level and hence set up the relative predictive importance of independent variables. Besides that, by using hierarchical regression, we can

determine the variance of dependent variable which can be explained by a set of independent variables.

According to Garson (2010), the higher value of the correlation, the closer the scores will fall to the regression line. After that, it would yield a more accurate prediction. Associated with multiple regression is multiple correlations, it is meaning that the dependent variable's variance (%) can be explained by all of the independent variables.

For our research study, the independent variables are employee empowerment, working environment, reward, supervisory support and job stress, whereas dependent variable is turnover rate. In this case, we would collect data on all of these variables to investigate which of these independent variables are most significantly affected on turnover rate among car salesman.

3.8 Conclusion

As a conclusion, chapter 3 in our study is provided the overview of research methodology by describing how the research is carried out in term of research design, data collection methods, sampling design, operational definitions of constructs, measurement scales, and methods of data analysis. Moreover, we are using Statistical Analysis System (SAS) to analysis the reliability and interpret relevant data or information in our research. In the next chapter, patterns of the results and analysis of the results will be interpreted and discussed.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

The chapter 4 is aimed to analyze, interpret and summarize the result of our study after the data collection. We are using Statistical Analysis System (SAS) as analytical tool for our research to interpret the research findings. There are several analysis will be included in this chapter which are descriptive analysis, reliability analysis, Pearson's correlation analysis and multiple regression analysis. In addition, the result of 221 questionnaires will also be analyzed in this chapter by stating the quantitative research findings of our study that investigating the impact of employee empowerment, working environment, reward, supervisory support and job stress on turnover rate in automotive industry.

The frequency of respondents' answer in questionnaire is determined by using descriptive analysis followed by the scale measurements which provide the result of reliability analysis. Apart from that, the second last section in this chapter will be involved with inferential analysis which included Pearson's correlation analysis and multiple regression analysis. Pearson's correlation analysis is being used to identify the relationship between each independent variable and dependent variable. Besides that, examination of the relationship of independent variables on dependent variable simultaneously is dependent on multiple regressions. In order to provide clearer information to the readers, we will use the tables, bar charts and pie chart to present the result about our research. And lastly, a conclusion will provide by giving a summary about our chapter 4 to the readers.

4.1 Descriptive Analysis

In this section, we will analyze respondents' demographic information by using frequency analysis. It is included their gender, ethnicity, age, monthly salary, education level and service length. In order to obtain this data, we have included the demographic profile in section A of our questionnaire. Below are the results of the frequency analysis about the demographic information of our respondents.

4.1.1 Respondent Demographic Profile

This section explains the demographic information of respondents in term of their gender, ethnicity, age, monthly salary, education level and service length.

4.1.1.1 Gender

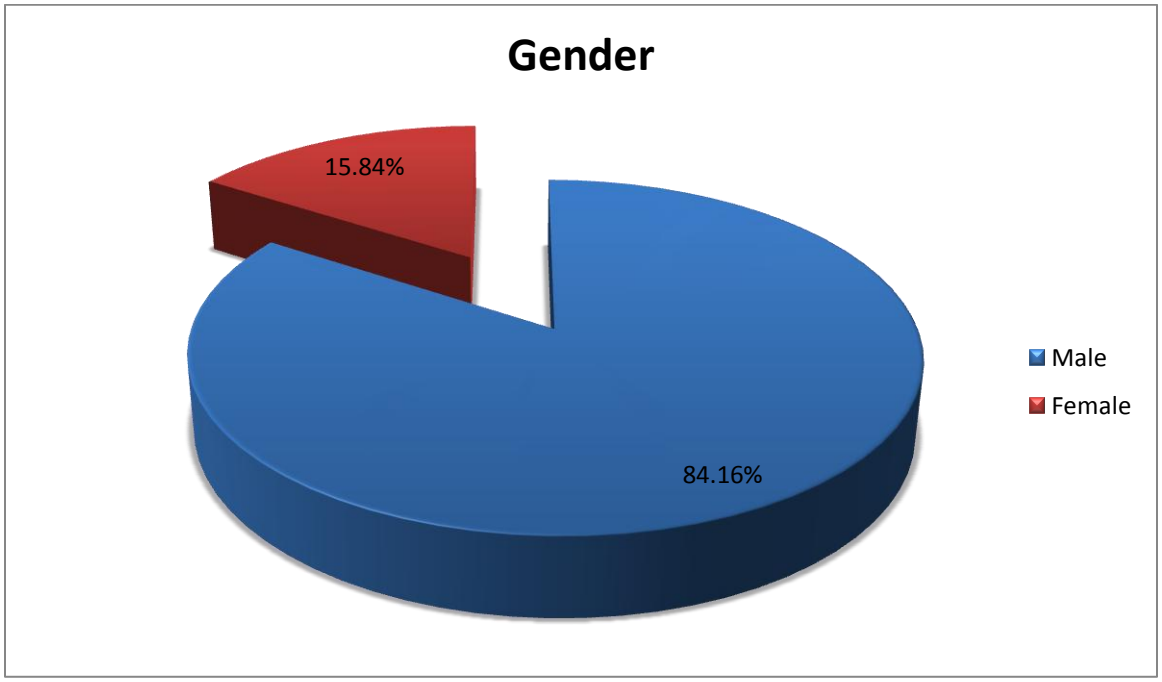
Table 4.1: Statistics of Respondents' Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	186	84.16	84.16	84.16
	Female	35	15.84	15.84	100.00

Total	221	100.00	100.00	

Source: Develop for research

Figure 4.1: Statistics of Respondents' Gender



Source: Develop for research

Based on Table 4.1 and Figure 4.1, there are 186 male respondents and 35 female respondents from the total 221 set of questionnaires that had distributed. The result shows that the majority of our respondents in term of gender category are male with 84.16% whereas female respondents exist with only 15.84%.

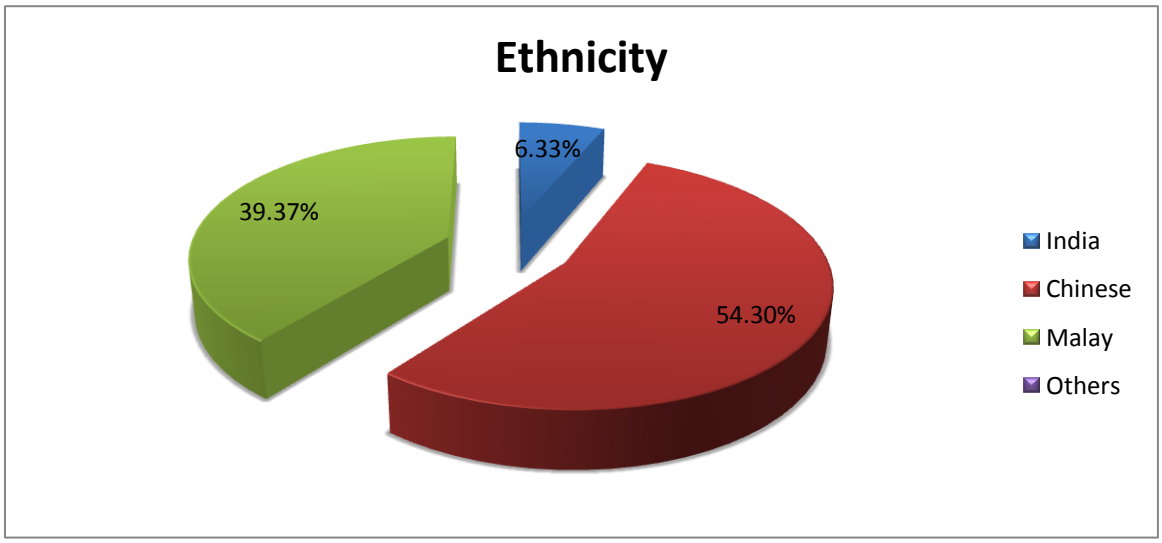
4.1.1.2 Ethnicity

Table 4.2: Statistics of Respondents' Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	120	54.30	54.30	54.30
	Malay	87	39.37	39.37	93.67
	India	14	6.33	6.33	100.00
	Others	0	0	0	100.00
Total		221	100.00	100.00	

Source: Develop for research

Figure 4.2: Statistics of Respondents' Ethnicity



Source: Develop for research

From the data obtained, most of the respondents are Chinese in term of ethnicity with the total number of 120 peoples and it has 54.30% from our total 221 respondents. However, there are also 87 peoples of Malay respondents that respond to our questionnaire with the percentage of 39.37%. The smallest group of our respondents in this research is India respondents with only 14 peoples which is 6.33% from the whole sample size. There is none of the respondents from others ethnicity respond to our questionnaire.

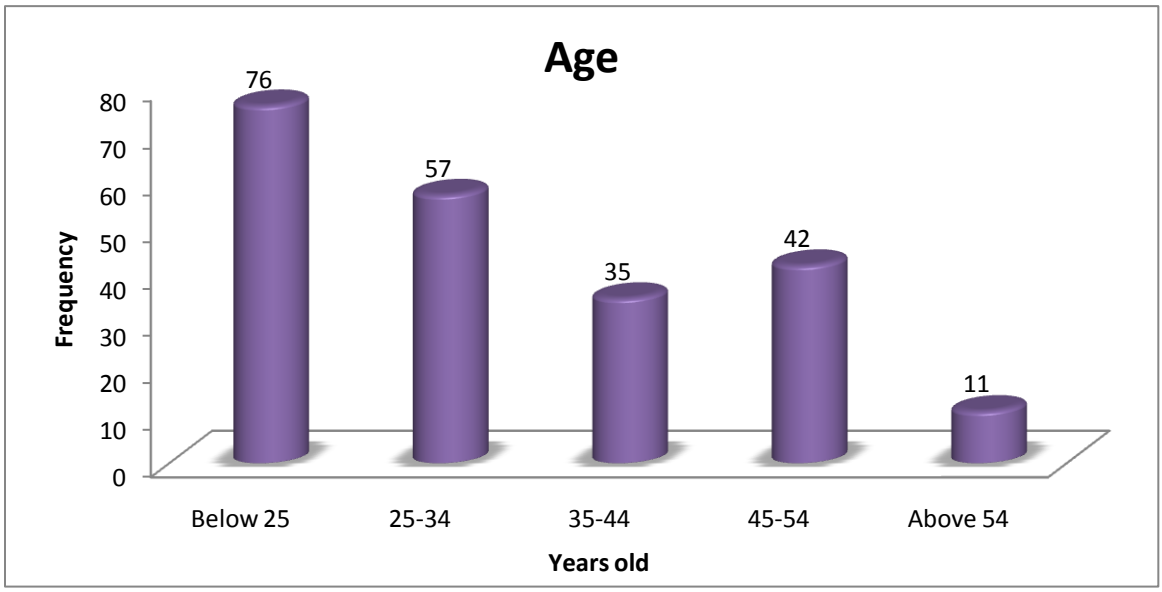
4.1.1.3 Age

Table 4.3: Statistics of Respondents' Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years old	76	34.39	34.39	34.39
	Between 25 years old and 34 years old	57	25.79	25.79	60.18
	Between 35 years old and 44 years old	35	15.84	15.84	76.02
	Between 45 years old and 54 years old	42	19.00	19.00	95.02
	Above 54 years old	11	4.98	4.98	100.00
Total		221	100.00	100.00	

Source: Develop for research

Figure 4.3: Statistics of Respondents' Age



Source: Developed for the research

The age group of respondents that involved in our survey is show by the Table 4.2 and Figure 4.2. The result shows that the largest age group of respondents is below 25 years old which contributes 34.39%, consists of 76 respondents. This follow by 25.79% refer to the second largest age group of respondents which is between 25 years old and 34 years old with 57 respondents. The respondent from the age group of between 35 years old and 44 years old contributes 15.84% which are 35 respondents while the respondent from the age group between 45 years old and 54 years old contributes 19% which are 42 respondents. The smallest age group of our respondent is above 54 years old with 11 respondents that only contributes 4.98%. Overall, there are 221 respondents who assist in completing this survey.

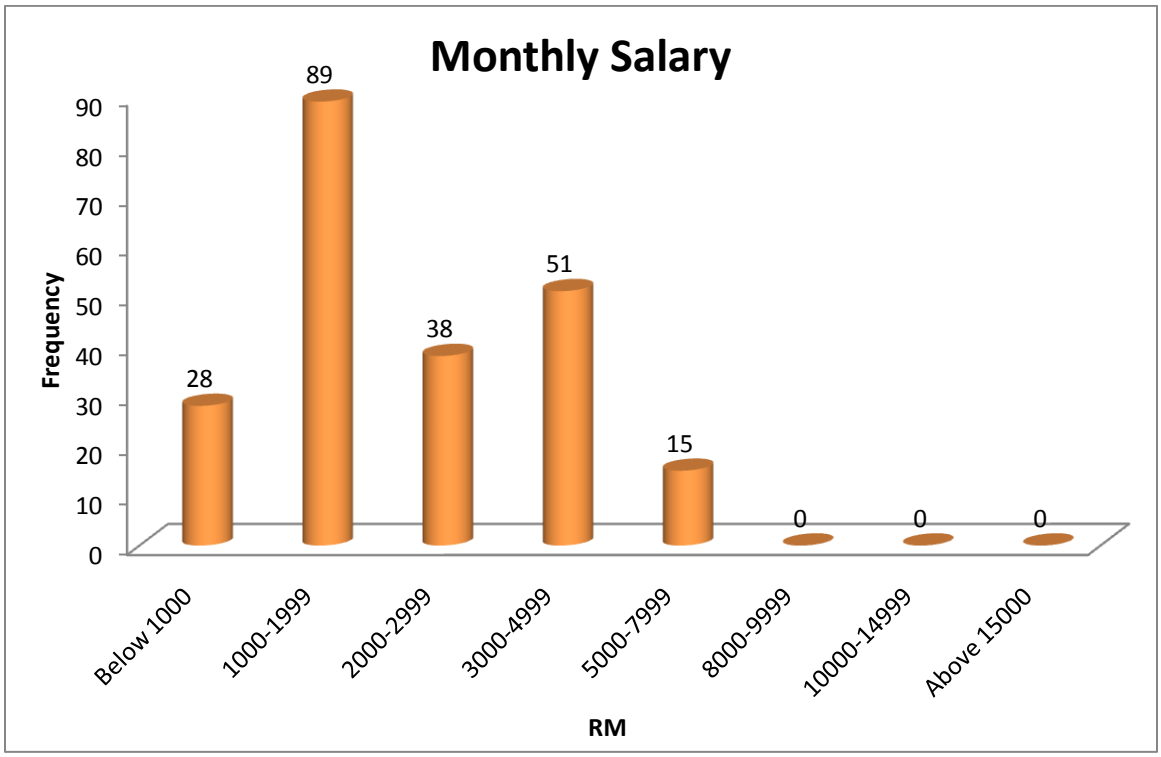
4.1.1.4 Monthly Salary

Table 4.4: Statistics of Respondents' Monthly Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM1000	28	12.67	12.67	12.67
	RM1000-RM1999	89	40.27	40.27	52.94
	RM2000-RM2999	38	17.19	17.19	70.13
	RM3000-RM4999	51	23.08	23.08	93.21
	RM5000-RM7999	15	6.79	6.79	100.00
	RM8000-RM9999	0	0	0	100.00
	RM10000-RM14999	0	0	0	100.00
	Above RM15000	0	0	0	100.00
Total		221	100.00	100.00	

Source: Developed for the research

Figure 4.4: Statistics of Respondents' Monthly Salary



Source: Developed for the research

As show in the Table 4.4 and Figure 4.4, there are 89 peoples from our respondents are receiving their monthly salary that fall in the range between RM1000 and RM1999 and it has the highest contribute which is 40.27% in our survey. This follow by the second highest contribute (23.08%) which refer to the range of salary between RM3000 and RM4999 with 51 respondents. There are 38 peoples from our respondents are receiving salary between RM2000 and RM2999 that contribute 17.19% while 28 respondents with contribute 12.67% receiving their salary that below RM1000.Besides, there are only 15 peoples from our total 221 respondents are receiving salary between RM5000 and RM7999 and none of them is receiving the salary that above RM8000.

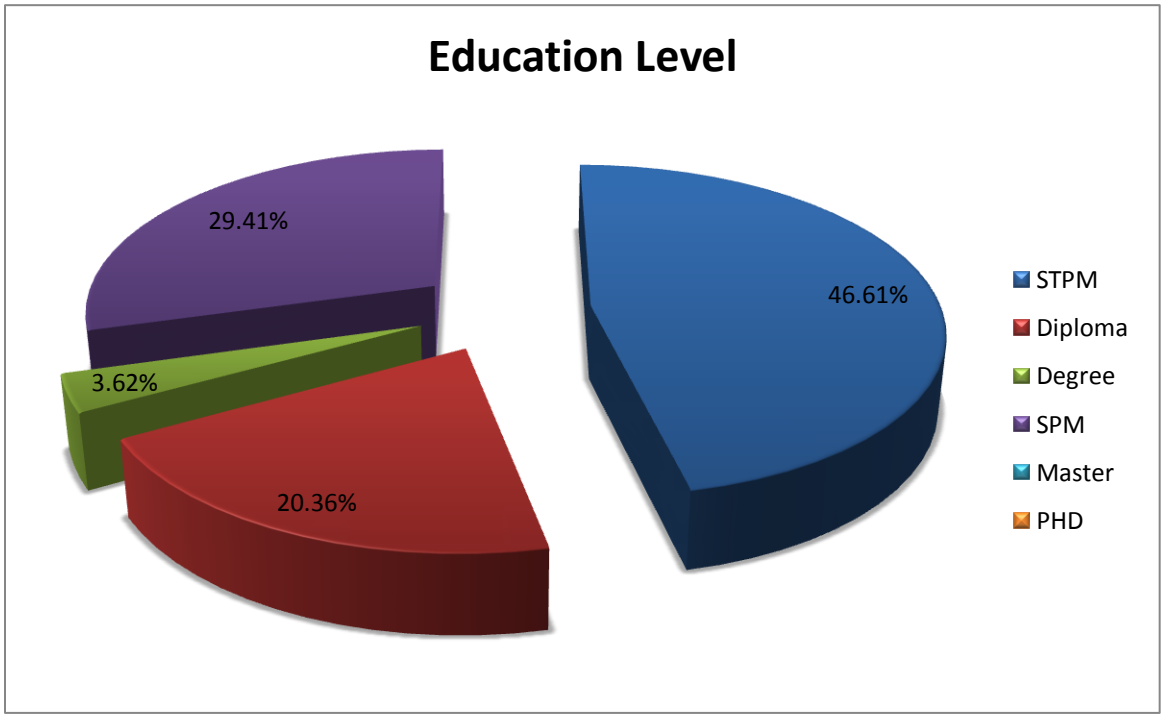
4.1.1.5 Education Level

Table 4.5: Statistics of Respondents' Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	65	29.41	29.41	29.41
	STPM	103	46.61	46.61	76.02
	Diploma	45	20.36	20.36	96.38
	Degree	8	3.62	3.62	100.00
	Master	0	0	0	100.00
	PHD	0	0	0	100.00
Total		221	100.00	100.00	

Source: Developed for the research

Figure 4.5: Statistics of Respondents' Education Level



Source: Developed for the research

In the term of education level, there have 6 levels of qualification which are SPM, STPM, Diploma, Degree, Master and PHD. Table 4.5 and Figure 4.5 show that there are 46.61% of the respondents which consists of 103 respondents are STPM holder. It follows by 29.41% of the respondents are SPM holder, which consists of 65 respondents whereas 20.36% of the respondents that is 45 respondents are diploma holder out of 221. And this continue followed by 3.62% with only consists of 8 respondents are degree holder. There are zero number of respondents is holding Master and PHD in our survey.

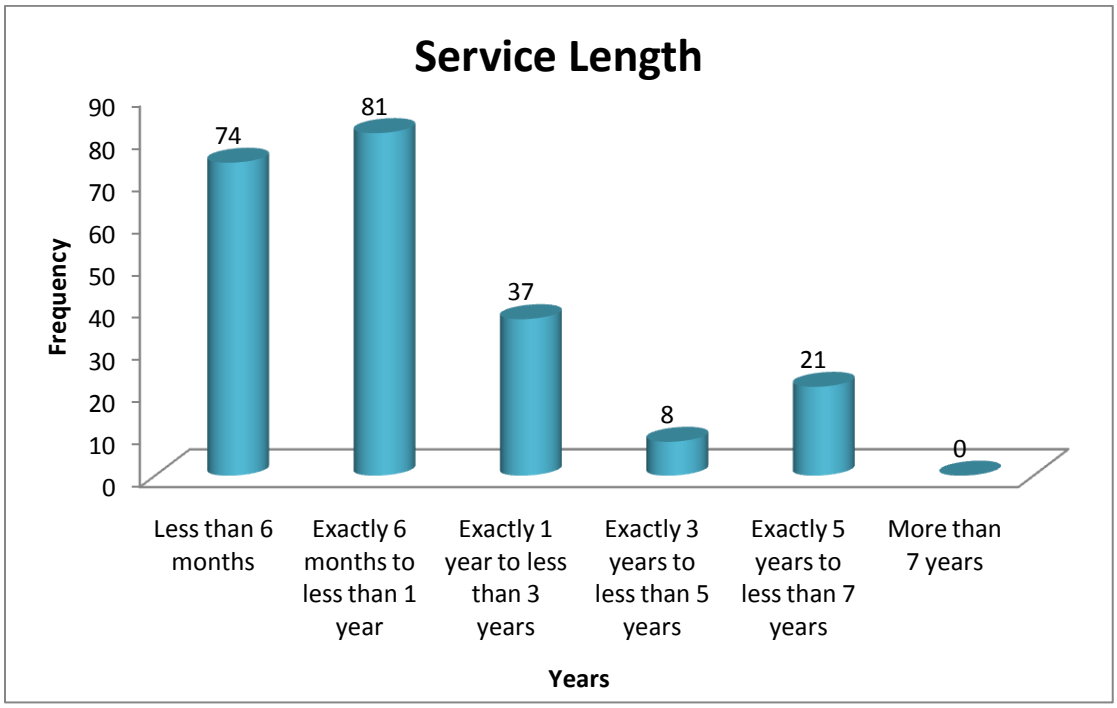
4.1.1.6 Service Length

Table 4.6: Statistics of Respondents' Service Length

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 6 months	74	33.48	33.48	33.48
	Exactly 6 months to less than 1 year	81	36.65	36.65	70.13
	Exactly 1 year to less than 3 years	37	16.74	16.74	86.87
	Exactly 3 years to less than 5 years	8	3.62	3.62	90.50
	Exactly 5 years to less than 7 years	21	9.50	9.50	100.00
	More than 7 years	0	0	0	100.00
Total		221	100.00	100.00	

Source: Developed for the research

Figure 4.6: Statistics of Respondents' Service Length



Source: Developed for the research

Based on the result above, most of the respondents have working for exactly 6 months to less than 1 year in current company, which are 81 respondents and contribute 36.65% of the total respondents. There are also 33.48% of respondents just working in the current company for less than 6 months which consists of 74 respondents. Besides, 16.74% of the respondents have working for exactly 1 year to less than 3 years in current company which consists of 37 respondents. This follows by 9.5% of respondents which refer to 21 respondents who working in current company for exactly 5 years to less than 7 years. While only 8 respondents out of 221 have working for current company for exactly 3 years to less than 5 years which consists 3.62%. And none of our respondents is working in the current company for more than 7 years.

4.1.2 Central Tendencies Measurement of Constructs

In this section, measurement of central tendencies is aimed to show the mean value of five interval scale constructs. Total 35 items are measured using 5 point interval scale ranging from strongly disagree (SD) to strongly agree (SA) in SAS.

4.1.2.1 Employee Empowerment

Table 4.7: Descriptive Statistics of Employee Empowerment

Statement	SD	D	N	A	SA	Mean	Ranking
My superior always clearly indicates the specific goal of our department.	28.96	21.27	12.22	23.98	13.57	2.71946	7
Our department is characterized by effective communication.	11.31	14.93	14.48	19.00	40.27	3.61991	1
I have considerable autonomy in determining how I do my work.	13.57	18.10	12.67	25.79	29.86	3.40271	4
In our department, everyone is goal oriented.	15.84	22.17	16.29	23.98	21.72	3.13575	6
My superior knows how to effectively develop the potential of employees.	13.57	17.65	14.03	28.51	26.24	3.36199	5
In our company, superiors provide their	11.76	19.00	11.76	24.43	33.03	3.47964	2

employees with relevant support.							
I have a great deal of control on what goes on within my department.	13.57	16.74	13.12	28.51	28.05	3.40724	3

Source: Developed for the research.

Table above consists of seven statements. The statement with the highest mean score is "Our department is characterized by effective communication" with the score of 3.61991. Majority of the respondents strongly agree on this statement with the percentage of 40.27%. This is followed by 19% of respondents who agree and 14.93% of respondents who disagree with this statement. In the same time, there are 14.48% of the respondents are view neutral on this statement and 11.31% of the respondents are strongly disagree with this statement.

The statement with the second highest mean score is "In our company, superiors provide their employees with relevant support" with the score of 3.47964. Majority of the respondents strongly agree on this statement with the percentage of 33.03%. This is followed by 24.43% of respondents who agree and 19% of respondents who disagree with this statement. In the others hand, there are 11.76% of the respondents are view neutral on this statement and 11.76% of the respondents are strongly disagree with this statement.

The statement with the third highest mean score is "I have a great deal of control on what goes on within my department" with the score of 3.40724. Majority of the respondents agree on this statement with the percentage of 28.51%. This is followed by 28.05% of respondents who

strongly agree and 16.74% of respondents disagree on this statement. Then, there are 13.12% of the respondents view neutral and 13.57% of the respondents strongly disagree with this statement.

The statement with the fourth highest mean score is “I have considerable autonomy in determining how I do my work” with the score of 3.40271. Majority of the respondents strongly agree on this statement with the percentage of 29.86%. There are 25.79% of respondents who agree and 12.67% of respondents view neutral with this statement. In the same time, there are 18.10% of the respondents are disagree and 13.57% of the respondents are strongly disagree with this statement.

The statement with the fifth highest mean score is “My superior knows how to effectively develop the potential of employees” with the score of 3.36199. Majority of the respondents agree on this statement with the percentage of 28.51%. This is followed by 26.24% of respondents who strongly agree and 17.65% of respondents who disagree with this statement. In the others hand, there are 14.03% of the respondents are view neutral on this statement and 13.57% of the respondents are strongly disagree with this statement.

The statement with the sixth highest mean score is “In our department, everyone is goal oriented”with the score of 3.13575. Majority of the respondents agree on this statement with the percentage of 23.98%. This is followed by 22.17% of respondents who disagree and 21.72% of respondents strongly agree with this statement. There are 16.29% of the respondents are view neutral on this statement and 15.84% of the respondents are strongly disagree with this statement.

The statement with the last ranking mean score is “My superior always clearly indicates the specific goal of our department” with the score of 2.71946. Majority of the respondents strongly disagree on this statement with the percentage of 28.96%. This is followed by 23.98% of respondents who agree and 21.27% of respondents disagree with this statement. There are 12.22% of the respondents are view neutral on this statement and 13.57% of the respondents are strongly agree with this statement.

4.1.2.2 Working Environment

Table 4.8: Descriptive Statistics of Working Environment

Statement	SD	D	N	A	SA	Mean	Ranking
My company provides an independent and healthy work environment.	15.84	15.84	11.76	22.62	33.94	3.42986	2
I have the necessary equipment and tools to facilitate my job.	13.57	14.93	21.27	19.00	31.22	3.39367	4
Teamwork is used to get work done rather than hierarchy.	11.31	11.31	23.08	28.51	25.79	3.46154	1
Information is widely shared so that everyone can get the information he or she needs when it is needed.	13.57	15.84	16.29	24.89	29.41	3.40724	3
When disagreements occur, we work	15.84	18.10	16.29	24.89	24.89	3.24887	5

hard to achieve "win-win" solutions. Our approach to doing business is very consistent and predictable.							
There is a clear and consistent set of values that governs the way we do business.	15.84	13.57	23.08	29.41	18.10	3.20362	6

Source: Developed for the research.

Table above consists of six statements. The statement with the highest mean score is "Teamwork is used to get work done rather than hierarchy" with the score of 3.46154. Majority of the respondents agree on this statement with the percentage of 28.51%. This is followed by 25.79% of respondents who strongly agree and 23.08% of respondents view neutral with this statement. There are 11.31% of the respondents disagree and strongly disagree with this statement.

The statement with the second highest mean score is "My company provides an independent and healthy work environment" with the score of 3.42986. Majority of the respondents strongly agree on this statement with the percentage of 33.94%. This is followed by 22.62% of respondents who agree and 15.84% of respondents who disagree and strongly disagree with this statement. In the others hand, there are 11.76% of the respondents are view neutral on this statement.

The statement with the third highest mean score is "Information is widely shared so that everyone can get the information he or she needs when it is needed" with the score of 3.40724. Majority of the respondents strongly agree on this statement with the percentage of 29.41%. This is followed by 24.89% of respondents who agree and

16.29% of respondents view neutral with this statement. In the same time, there are 15.84% of the respondents are disagree and 13.57% of the respondents are strongly disagree with this statement.

The statement with the fourth highest mean score is "I have the necessary equipment and tools to facilitate my job" with the score of 3.39367. Majority of the respondents strongly agree on this statement with the percentage of 31.22%. This is followed by 21.27% of respondents who view neutral and 19% of respondents who agree with this statement. The respondents who disagree and strongly disagree with this statement are 14.93% and 13.57%.

The statement with the fifth highest mean score is "When disagreements occur, we work hard to achieve "win-win" solutions. Our approach to doing business is very consistent and predictable" with the score of 3.24887. Majority of the respondents strongly agree and agree on this statement with the same percentage of 24.89%. This is followed by 18.1%% of respondents who disagree, 16.29% of respondents who view neutral, and 15.84% of respondents who strongly disagree on this statement.

The statement with the last ranking mean score is "There is a clear and consistent set of values that governs the way we do business" with the score of 3.20362. Majority of the respondents agree on this statement with the percentage of 29.41%. This is followed by 23.08% of respondents who view neutral and 18.1% of respondents strongly agree with this statement. There are 13.57% of the respondents are disagree on this statement and 15.84% of the respondents are strongly disagree with this statement.

4.1.2.3 Reward

Table 4.9: Descriptive Statistics of Reward

Statement	SD	D	N	A	SA	Mean	Ranking
My company is committed to a merit pay system.	42.53	30.77	14.48	12.22	0	1.96381	6
The benefits of employee are very good.	13.57	18.10	12.67	25.79	29.86	3.40271	4
In my company, pay raises are determined mainly by an employees' job performance.	11.76	19.00	11.76	24.43	33.03	3.47964	2
The fringe benefit (insurances, investment plans, etc) provided in my division is extremely generous.	13.57	15.84	16.29	24.89	29.41	3.40724	3
I feel satisfied with my chances for salary increases.	12.22	14.48	30.77	42.53	0	4.03620	1
I am satisfied with my chances for promotion.	15.84	13.57	23.08	29.41	18.10	3.20362	5

Source: Developed for the research.

Table above consists of six statements. The statement with the highest mean score is "I feel satisfied with my chances for salary increases" with the score of 4.03620. Majority of the respondents agree on this

statement with the percentage of 42.53%. This is followed by 30.77% of respondents who view neutral and 14.48% of respondents disagree with this statement. The respondents who strongly disagree with this statement are 12.22% and there is no respondent is strongly agreed on this statement.

The statement with the second highest mean score is "In my company, pay raises are determined mainly by an employees' job performance" with the score of 3.47964. Majority of the respondents strongly agree on this statement with the percentage of 33.03%. This is followed by 24.43% of respondents who agree and 19% of respondents disagree on this statement. In the others hand, there are 11.76% of the respondents are strongly disagree and view neutral with this statement.

The statement with the third highest mean score is "The fringe benefit (insurances, investment plans, etc) provided in my division is extremely generous." with the score of 3.40724. Majority of the respondents strongly agree on this statement with the percentage of 29.41%. This is followed by 24.89% of respondents who agree and 16.29% of respondents view neutral on this statement. In the same time, there are 15.84% of the respondents are disagree and 13.57% of the respondents are strongly disagree with this statement.

The statement with the fourth highest mean score is "The benefits of employee are very good" with the score of 3.40271. Majority of the respondents strongly agree on this statement with the percentage of 29.86%. This is followed by 25.79% of respondents agree and 18.10% of respondents are disagree on this statement. The percentages of

respondents who view neutral and strongly disagree with this statement are 12.67% and 13.57%.

The statement with the fifth highest mean score is “I am satisfied with my chances for promotion” with the score of 3.20362. Majority of the respondents agree on this statement with the percentage of 29.41%. This is followed by 23.08% of respondents who view neutral and 18.1% of respondents strongly agree with this statement. The respondents who strongly disagree with this statement are 15.84% and 13.57% of the respondents are disagree on this statement.

The statement with the last ranking mean score is “My company is committed to a merit pay system” with the score of 1.96380. Majority of the respondents strongly disagree on this statement with the percentage of 42.53%. This is followed by 30.77% of respondents who disagree and 14.48% of respondents view neutral on this statement. In the others hand, there are 12.22% of the respondents are agree with this statement and no one of the respondent is strongly agree with this statement.

4.1.2.4 Supervisory Support

Table 4.10: Descriptive Statistics of Supervisory Support

Statement	SD	D	N	A	SA	Mean	Ranking
My supervisor gave me regular feedback on my performance.	15.84	15.84	11.76	22.62	33.94	3.42986	1
My supervisor thought about my training needs.	13.57	13.57	18.55	24.89	29.41	3.42986	1
My supervisor was available to me.	14.03	22.17	20.36	19.00	24.43	3.17647	5
My supervisor gave me practical support.	14.03	19.91	13.57	14.48	38.01	3.42534	3
My supervisor was respectful of my views and ideas.	13.57	15.84	16.29	24.89	29.41	3.40724	4

Source: Developed for the research.

Table above consists of five statements. There are two statements with the highest mean score; there are “My supervisor gave me regular feedback on my performance” and “My supervisor thought about my training needs” with the same score of 3.42986. For the statement of “My supervisor gave me regular feedback on my performance”, majority of the respondents strongly agree on this statement with the percentage of 33.94%. This is followed by 22.62% of respondents who

agree and 15.84% of respondents disagree and strongly disagree on this statement. There are 11.76% of the respondents are view neutral on this statement. For the statement of "My supervisor thought about my training needs", majority of the respondents strongly agree on this statement with the percentage of 29.41%. This is followed by 24.89% of respondents who agree and 18.55% of respondents view neutral on this statement. On the other hand, there are 13.57% of the respondents are disagree and strongly disagree on this statement.

The statement with the third highest mean score is "My supervisor gave me practical support" with the score of 3.42534. Majority of the respondents strongly agree on this statement with the percentage of 38.01%. This is followed by 19.91% of respondents who disagree and 14.48% of respondents agree on this statement. The percentages of respondents who strongly disagree with this statement are 14.03% and the percentages of respondents who view neutral with this statement are 13.57%.

The statement with the fourth highest mean score is "My supervisor was respectful of my views and ideas" with the score of 3.40724. Majority of the respondents strongly agree on this statement with the percentage of 29.41%. This is followed by 24.89% of respondents agree and 16.29% of respondents view neutral on this statement. The percentages of respondents who disagree and strongly disagree with this statement are 15.84% and 13.57%.

The statement with the last ranking mean score is "My supervisor was available to me" with the score of 3.17647. Majority of the respondents strongly agree on this statement with the percentage of

24.43%. This is followed by 22.17% of respondents who disagree and 20.36% of respondents view neutral on this statement. In the same time, there are 19% of the respondents is agree with this statement and 14.03% of the respondents are strongly disagree on this statement.

4.1.2.5 Job Stress

Table 4.11: Descriptive Statistics of Job Stress

Description	SD	D	N	A	SA	Mean	Ranking
I am clear what is expected of me at work.	35.75	19.00	13.57	15.38	16.29	2.57466	5
I know how to go about getting my job done.	28.96	21.27	12.22	23.98	13.57	2.71946	4
If work gets difficult, my colleagues will help me.	23.98	26.24	16.29	19.91	13.57	2.72851	3
I am clear what my duties and responsibilities.	25.79	21.72	15.38	16.74	20.36	2.84163	1
I can decide when to take a break.	24.89	24.89	16.29	18.10	15.84	2.75113	2
I am given supportive feedback on the work I do.	42.53	30.77	14.48	12.22	0	1.96380	6

Source: Developed for the research.

Table above consists of six statements. The statement with the highest mean score is “I am clear what my duties and responsibilities” with the score of 2.84163. Majority of the respondents strongly disagree on this statement with the percentage of 25.79%. This is followed by 21.72% of respondents who disagree and 20.36% of respondents strongly agree on this statement. There are 16.74% of the respondents are agree and 15.38% of the respondents are view neutral on this statement.

The statement with the second highest mean score is “I can decide when to take a break” with the score of 2.75113. Majority of the respondents strongly disagree and disagree on this statement with the percentage of 24.89%. This is followed by 18.1% of respondents who agree and 16.29% of respondents who view neutral with this statement. In the others hand, there are 15.84% of the respondents are strongly agree on this statement.

The statement with the third highest mean score is “If work gets difficult, my colleagues will help me” with the score of 2.72851. Majority of the respondents disagree on this statement with the percentage of 26.24%. This is followed by 23.98% of respondents who strongly disagree and 19.91% of respondents agree with this statement. In the same time, there are 13.57% of the respondents are strongly disagree with the statement and 16.29% of the respondents are view neutral on this statement.

The statement with the fourth highest mean score is “I know how to go about getting my job done” with the score of 2.71946. Majority of the respondents strongly disagree on this statement with the percentage of 28.96%. This is followed by 23.98% of respondents who agree and

21.27% of respondents who disagree with this statement. The respondents who view neutral and strongly agree with this statement are 12.22% and 13.57%.

The statement with the fifth highest mean score is “I am clear what is expected of me at work” with the score of 2.57466. Majority of the respondents strongly disagree on this statement with the percentage of 35.75%. This is followed by 19% of respondents who disagree and 16.29% of respondents strongly agree with this statement. There are 13.57% of the respondents are view neutral on this statement and 15.38% of the respondents are agree with this statement.

The statement with the last ranking mean score is “I am given supportive feedback on the work I do” with the score of 1.96380. Majority of the respondents strongly disagree on this statement with the percentage of 42.53%. This is followed by 30.77% of respondents who disagree and 14.48% of respondents view neutral with this statement. There are 12.22% of the respondents are agree on this statement and no one of the respondent is strongly agree with this statement.

4.1.2.6 Turnover Rate

Table 4.12: Descriptive Statistics of Turnover

Description	SD	D	N	A	SA	Mean	Ranking
I often think about quitting my job.	35.75	19.00	18.10	13.12	14.03	2.50679	5
As soon as I can find a better job, I will quit this organization.	31.22	19.00	16.74	19.46	13.57	2.65158	4
I feel happy to work in this organization.	19.46	21.72	20.81	17.65	20.36	2.97738	1
This organization has a great deal of personal meaning for me.	23.53	21.72	19.91	21.27	13.57	2.79638	2
I do not feel strong sense of belonging to my organization.	18.10	29.41	23.08	13.57	15.84	2.79638	2

Source: Developed for the research.

Table above consists of five statements. The statement with the highest mean score is "I feel happy to work in this organization" with the score of 2.97738. Majority of the respondents disagree on this statement with the percentage of 21.72%. This is followed by 20.81% of respondents who view neutral and 20.36% of respondents strongly agree on this statement. The percentages of respondents who strongly

disagree with this statement are 19.46% and the percentages of respondents who agree with this statement are 17.65%.

There are two statements with the second highest mean score. There are “This organization has a great deal of personal meaning for me” and “I do not feel strong sense of belonging to my organization” with the score of 2.79638. For the statement of “This organization has a great deal of personal meaning for me”, the majority of the respondents strongly disagree on this statement with the percentage of 23.53%. This is followed by 21.72% of respondents who disagree and 21.27% of respondents agree on this statement. In the same time, there are 19.91% of the respondents are view neutral on this statement and 13.57% of the respondents are strongly agree with this statement. For the statement of “I do not feel strong sense of belonging to my organization”, the majority of the respondents disagree on this statement with the percentage of 29.41%. This is followed by 23.08% of respondents who view neutral on this statement and 18.10% of respondents strongly disagree on this statement. The percentages of respondents who strongly agree with this statement are 15.84% and the percentages of respondents who agree with this statement are 13.57%.

The statement with the fourth highest mean score is “As soon as I can find a better job, I will quit this organization” with the score of 2.65158. Majority of the respondents strongly disagree on this statement with the percentage of 31.22%. This is followed by 19.46% of respondents who agree and 19% of respondents who disagree with this statement. The respondents who view neutral and strongly agree with this statement are 16.74% and 13.57%.

The statement with the last ranking mean score is “I often think about quitting my job” with the score of 2.50679. Majority of the respondents strongly disagree on this statement with the percentage of 35.75%. This is followed by 19% of respondents who disagree on this statement and 18.1% of respondents who view neutral on this statement. In the same time, there are 14.03% of the respondents are strongly agree with this statement and 13.12% of the respondents are agree with this statement.

4.2 Scale Measurement

Reliability measurement is used to find out whether the collected data is reliable to output a good and accurately results. The reliability measurement is form by testing for both consistency and stability. The purpose of reliability analysis is to give convenient and assist researcher to check whether the collected data are trustworthy. Cronbach’s Alpha is a reliability coefficient that shows how well the item in a set is positively correlated to each other variables. According to the Cronbach‘s Alpha rule of thumb, 0.80 to 0.95 considered very good reliability, 0.70 to 0.80 considered good reliability, 0.60 to 0.70 considered fair reliability, and less than 0.6 is considered poor reliability. Normally, 0.6 is an acceptable level for early stage of the basic research, the closer the reliability coefficient gets to 1.0 the better.

4.2.1 Employee Empowerment

Table 4.13: Reliability Statistics

Cronbach's Alpha	N of Items
0.668059	7

Source: Developed for the research

Based on table 4.13, the result of the reliability test show Cronbach's Alpha is 0.668059 which mean 66.81% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value (0.668059) is fall under the range 0.6-0.7, the 7 items measuring employee empowerment are fair reliability.

4.2.2 Working Environment

Table 4.14: Reliability Statistics

Cronbach's Alpha	N of Items
0.763010	6

Source: Developed for the research

Based on table 4.14, the result of the reliability test show Cronbach's Alpha is 0.763010 which mean 76.30% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value (0.763010) is fall under the range 0.7-0.8, the 6 items measuring working environment are good reliability.

4.2.3 Reward

Table 4.15: Reliability Statistics

Cronbach's Alpha	N of Items
0.630332	6

Source: Developed for the research

Based on table 4.15, the result of the reliability test show Cronbach's Alpha is 0.630332 which mean 63.03% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value (0.630332) is fall under the range 0.6-0.7, the 6 items measuring reward are fair reliability.

4.2.4 Supervisory Support

Table 4.16: Reliability Statistics

Cronbach's Alpha	N of Items
0.641095	5

Source: Developed for the research

Based on table 4.16, the result of the reliability test show Cronbach's Alpha is 0.641095 which mean 64.11% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value (0.641095) is fall under the range 0.6-0.7, the 5 items measuring supervisory support are fair reliability.

4.2.5 Job Stress

Table 4.17: Reliability Statistics

Cronbach's Alpha	N of Items
0.826403	6

Source: Developed for the research

Based on table 4.17, the result of the reliability test show Cronbach's Alpha is 0.826403 which mean 82.64% of the questions which measure the independent variables of the research are reliable. This Cronbach's Alpha value (0.826403) is fall under the range 0.8-0.95, the 6 items measuring job stress are very good reliability.

4.2.6 Turnover Rate

Table 4.18: Reliability Statistics

Cronbach's Alpha	N of Items
0.793391	5

Source: Developed for the research

Based on table 4.18, the result of the reliability test show Cronbach's Alpha is 0.793391 which mean 79.34% of the questions which measure the dependent variables of the research are reliable. This Cronbach's Alpha value (0.793391) is fall under the range 0.7-0.8, the 5 items measuring turnover rate are good reliability.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient Analysis

Pearson‘s correlation coefficient is a method to measure the correlation and it is based on the method of covariance. It will indicate the strength, direction and significant of the bivariate relationship among all the variables that were measured at an interval or ratio level. The number to represent the Pearson correlation is correlation coefficient. If there is Correlations of +, it means that there is a perfect relationship between the two variables. If there is Correlations of -, it means that there is no relationship between the two variables.

4.3.1.1 Employee Empowerment

Hypothesis 1

H_0: There is no significant relationship between employee empowerment and turnover rate.

H_1: There is a significant relationship between employee empowerment and turnover rate.

Table 4.19: Correlations

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	-0.983202
Standardized	-0.991231

Source: Developed for the research

Direction

Based on table 4.19, there is negative relationship between employee empowerment and turnover rate because of the negative value for correlation coefficient. The employee empowerment variable has a -0.983202 correlation with the turnover rate variable. Thus, when perceived employee empowerment is high, the turnover rate is low.

Strength

The value of this correlation coefficient -0.983202 is fall under coefficient range from ±0.91 to ±1.0. Therefore, the relationship between employee empowerment and turnover rate is very strong.

Significance

The relationship between employee empowerment and turnover rate is significant. It is because the p-value< 0.0001 is less than alpha value 0.05. In conclusion, reject null hypothesis and accept alternative hypothesis.

4.3.1.2 Working Environment

Hypothesis 2

H_0: There is no significant relationship between working environment and turnover rate.

H_1: There is a significant relationship between working environment and turnover rate.

Table 4.20: Correlations

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	-0.635914
Standardized	-0.713751

Source: Developed for the research

Direction

Based on table 4.20, there is negative relationship between working environment and turnover rate because of the negative value for correlation coefficient. The working environment variable has a -0.635914 correlation with the turnover rate variable. Thus, when perceived working environment is high, the turnover rate is low.

Strength

The value of this correlation coefficient -0.635914 is fall under coefficient range from ±0.41 to ±0.70. Therefore, the relationship between working environment and turnover rate is moderate.

Significance

The relationship between working environment and turnover rate is significant. It is because the p-value< 0.0001 is less than alpha value 0.05. In conclusion, reject null hypothesis and accept alternative hypothesis.

4.3.1.3 Reward

Hypothesis 3

H_0: There is no significant relationship between reward and turnover rate.

H_1: There is a significant relationship between reward and turnover rate.

Table 4.21: Correlations

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	-0.956620

Standardized	-1.21724

Source: Developed for the research

Direction

Based on table 4.21, there is negative relationship between reward and turnover rate because of the negative value for correlation coefficient. The reward variable has a -0.956620 correlation with the turnover rate variable. Thus, when perceived reward is high, the turnover rate is low.

Strength

The value of this correlation coefficient -0.956620 is fall under coefficient range from ±0.91 to ±1.0. Therefore, the relationship between reward and turnover rate is very strong.

Significance

The relationship between reward and turnover rate is significant. It is because the p-value< 0.0001 is less than alpha value 0.05. In conclusion, reject null hypothesis and accept alternative hypothesis.

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4.3.1.4 Supervisory Support

Hypothesis 4

H_0: There is no significant relationship between supervisory support and turnover rate.

H_1: There is a significant relationship between supervisory support and turnover rate.

Table 4.22: Correlations

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	-0.870962
Standardized	-0.860803

Source: Developed for the research

Direction

Based on table 4.22, there is negative relationship between supervisory support and turnover rate because of the negative value for correlation coefficient. The reward variable has a -0.870962 correlation with the turnover rate variable. Thus, when perceived supervisory support is high, the turnover rate is low.

Strength

The value of this correlation coefficient -0.870962 is fall under coefficient range from ±0.71 to ±0.90. Therefore, the relationship between supervisory support and turnover rate is high.

Significance

The relationship between supervisory support and turnover rate is significant. It is because the p-value< 0.0001 is less than alpha value 0.05. In conclusion, reject null hypothesis and accept alternative.

4.3.1.5 Job Stress

Hypothesis 5

H_0: There is no significant relationship between job stress and turnover rate.

H_1: There is a significant relationship between job stress and turnover rate.

Table 4.23: Correlations

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.907865
Standardized	0.904718

Source: Developed for the research

Direction

Based on table 4.23, there is positive relationship between job stress and turnover rate because of the positive value for correlation coefficient. The job stress variable has a 0.907865 correlation with the turnover rate variable. Thus, when perceived job stress is high, the turnover rate is high.

Strength

The value of this correlation coefficient 0.907865 is fall under coefficient range from ±0.71 to ±0.90. Therefore, the relationship between job stress and turnover rate is high.

Significance

The relationship between job stress and turnover rate is significant. It is because the p-value< 0.0001 is less than alpha value 0.05. In conclusion, reject null hypothesis and accept alternative hypothesis.

4.3.2 Multiple Linear Regression Analysis

Multiple linear regression analysis is a method which is uses more than one independent variable to explain the variance in a dependent variable.

Hypothesis 6

H_0: There is no relationship between employee empowerment, working environment, reward, supervisory support, and job stress with turnover rate.

H_1: There is a relationship between employee empowerment, working environment, reward, supervisory support, and job stress with turnover rate.

Table 4.24: Analysis of Variance

Model	Pr > F	R-Square	Adjusted R-Square
1	< .0001	0.8759	0.8730

Source: Develop for the research

Based on Table 4.24, p-value (<.0001) is less than alpha value 0.05. The F-statistic is significant. The model for this study is a good descriptor of the relation between the dependent and predictor variables. Therefore, the independent variables (employee empowerment, working environment, reward, supervisory support and job stress) are significant explain the variance in turnover rate. The alternate hypothesis is supported by the data. Thus, reject null hypothesis and accept alternate hypothesis.

The R-square indicates the extent or percentage the independent variables can explain the variations in the dependent variable. In this study, independent variables (employee empowerment, working environment, reward, supervisory support and job stress) can explain 87.59% of the variation in dependent variable (turnover rate). However, it still leaves 12.41% (100% - 87.59%) unexplained in our study. In other words, there are other additional variables that are important in explaining turnover rate that have not been considered in this research.

Table 4.25: Parameter Estimates

Variable	Parameter Estimate	Standard Error	Pr > |t|
Intercept	2.01080	0.36159	< .0001
Employee Empowerment	-0.22359	0.07388	0.0028
Working Environment	0.08948	0.08363	0.2859
Reward	0.07765	0.09954	0.4362
Supervisory Support	-0.28050	0.06191	< .0001
Job Stress	0.71913	0.05372	< .0001

Source: Develop for the research

Based on the Table 4.25, the employee empowerment is significant to predict dependent variable (turnover rate) for our study. This is because p-value for employee empowerment is 0.0028 which is less than alpha value 0.05. The working environment also is not significant to predict dependent variable (turnover rate) because the p-value for working environment is 0.2859 which

is more than alpha value 0.05. Besides, reward is not significant to predict dependent variable (turnover rate) in our research since its p-value is 0.4362 which is more than 0.05. However, supervisory support is significant to predict dependent variable (turnover rate) because its p-value is less than alpha value 0.05 which is < .0001. The job stress is also significant to predict turnover rate due to its p-value (< .0001) that less than alpha value 0.05.

The linear regression equation is represented below:

$y = a + b1 (x1) + b2 (x2) + b3 (x3) + b4 (x4) + b5 (x5)$

x1 = Independent variable 1

x2 = Independent variable 2

x3 = Independent variable 3

x4 = Independent variable 4

x5 = Independent variable 5

Turnover rate = (-0.40699) + 0.26956 (employee empowerment) + 0.41861 (working environment) + 0.13229 (reward) - 0.11894 (supervisory support) + 0.36981 (job stress)

Table 4.26: Ranking of Independent Variables

Variable	Parameter Estimate	Ranking
Job Stress	0.71913	1
Supervisory Support	-0.28050	2
Employee Empowerment	-0.22359	3
Working Environment	0.08948	4
Reward	0.07765	5

Source: Developed for the research

Based on the table 4.26, job stress, supervisory support, employee empowerment, working environment, and reward can be ranking from the highest to the lowest order as to how much contribution they have on the employee turnover rate.

Highest Contribution

Job stress is the predictor variables that contribute the highest to the variation of the dependent variable (turnover rate) because the value of ‘‘Parameter Estimate’’ (Table 4.26) for this predictor variable is the largest (0.71913) compare to other predictor variables. This means that job stress make the strongest unique contribution to explain the variation in dependent variable (turnover rate), when the variance explained by all other predictor variables in the model is controlled for (Lin, 2011).

Second Highest Contribution

Supervisory support is the predictor variables that contribute the second highest to the variation of the dependent variable (turnover rate) because the value of ‘‘Parameter Estimate’’ (Table 4.26) for this predictor variable is the second largest (-0.28050) compare to other predictor variables. This means that supervisory support make the second strongest unique contribution to explain the variation in dependent variable (turnover rate), when the variance explained by all other predictor variables in the model is controlled for (Ahsan, Jabran, Zile, Nazish and Kashif, 2011).

Third Highest Contribution

Employee empowerment is the predictor variables that contribute the third highest to the variation of the dependent variable (turnover rate) because the value of ‘‘Parameter Estimate’’ (Table 4.26) for this predictor variable is the third largest (-0.22359) compare to other predictor variables. This means that employee empowerment make the third strongest unique contribution to explain the variation in dependent variable (turnover rate), when the variance explained by all other predictor variables in the model is controlled for (Dickson and Lorenz, 2009).

Fourth Highest Contribution

Working environment is the predictor variables that contribute the fourth highest to the variation of the dependent variable (turnover rate) because the value of ‘‘Parameter Estimate’’ (Table 4.26) for this predictor variable is the fourth largest (0.08948) compare to other predictor variables. This means that working environment make the fourth strongest unique contribution to explain the variation in dependent variable (turnover rate), when the variance explained by all other predictor variables in the model is controlled for (Guo and Sanchez, 2005).

Lowest Contribution

Reward is the predictor variables that contribute the lowest to the variation of the dependent variable (turnover rate) because the value of ‘‘Parameter Estimate’’ (Table 4.26) for this predictor variable is the lowest (0.07765) compare to other predictor variables. This means that reward make the lowest unique contribution to explain the variation in dependent variable (turnover rate), when the variance explained by all other predictor variables in the model is controlled for (Ozer and Gunluk, 2010).

4.4: Conclusion

All of the independent variables which are employee empowerment, working environment, reward, supervisory support, and job stress for this research are found that have significant relationship with the independent variable which is turnover rate. The results that show in this chapter will be used for further discussion in the following chapter and the implications and limitations of this study are included as well. Some of the recommendations for future study will also be provided in the following chapter.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In chapter 5, we will discuss the details on the interpretation of our result and determination whether the hypotheses were supported by data will be given. It also considers conclusion on the result in chapter 4 and the whole research project. Besides, we will interpret the data that collected and generated by using Statistical Analysis System software (SAS) from questionnaire and made discussion based on the result generated. It follows by the implications of study, limitation of study, recommendation and overall conclusion of the entire research project.

5.1 Summary of Statistical Analysis

5.1.1 Description Analysis

The main objective of this research is to identify the causes that have significant relationship with turnover rate among car salesman in Pulau Pinang. The characteristic of respondents are described by using the demographic factors such as gender, ethnicity, age, monthly salary, highest level of education, and service length. In order to obtain this data, researchers have included the demographic profile at the section A of the questionnaire. Below are the results of the frequency analysis.

In this research, 186 of the respondents (84.16%) were male while 35 of the respondents (15.84%) were female. For ethnicity, 120 of the respondents (54.30%) are Chinese, 87 of the respondents (39.37%) are Malay, 14 of the respondents (6.33%) are India, and none of the respondents are from others ethnicity. For the age range of respondents, 76 of the respondents (34.39%) are below 25 years old, 57 of the respondents (25.79%) are aged between 25 to 34,, 35 of the respondents (15.84%) are aged between 35 to 44, 42 of the respondents (19%) are aged between 45 to 54, and 11 of the respondents (4.98%) are aged above 54.

For the monthly salary of the respondents shows that there are 28 of the respondents (12.67%) are received salary below RM1000, 89 of the respondents (40.27%) are received salary between RM1000 to RM1999, 38 of the respondents (17.19%) are received salary between RM2000 to RM2999, 51 of the respondents (23.08%) are received salary between RM3000 to RM4999, 15 of the respondents (6.79%) are received salary between RM5000 to RM7999. None of the respondents are received salary between RM8000 to RM9999, RM10 000 to RM14 999, and above RM15 000.

The highest level of education of the respondents shows that there are 65 of the respondents (29.41%) are SPM level, 103 of the respondents (46.61%) are STPM level, 45 of the respondents (20.36%) are Diploma holder, only 8 of the respondents (3.62%) are Bachelor Degree holder. None of the respondents are from Master holder and PHD holder.

For the service length of the respondents show that 74 of the respondents (33.48%) have just working for less than 6 months. There are 81 of the respondents (36.65%) have working in between exactly 6 month to less than 1 year, 37 of the respondents (16.74%) have working in between exactly 1 year

to less than 3 years, only 8 of the respondents (3.62%) have working in between exactly 3 years to less than 5 years, and 21 of the respondents (9.50%) have working in between exactly 5 years to less than 7 years. None of the respondents have working in current company more than 7 years.

5.1.2 Central Tendencies Measurement of Construct

For the perspective of employee empowerment, the statement with the highest mean score is "Our department is characterized by effective communication" with the score of 3.61991. followed by the statement of "In our company, superiors provide their employees with relevant support" with the mean score of 3.47964.The third highest mean is refer to the statement of "I have a great deal of control on what goes on within my department" with the mean score of 3.40724.The lowest mean is 2.71946 which is belong to the statement of "My superior always clearly indicates the specific goal of our department". For the standard deviation, the statement with the highest standard deviation is "My superior always clearly indicates the specific goal of our department" which is 1.44381, while the statement with second highest standard deviation is "Our department is characterized by effective communication" with the standard deviation of 1.42394. Statement of "My superior knows how to effectively develop the potential of employees" has the lowest standard deviation which is 1.38997.

In the aspect of working environment, the statement of "Teamwork is used to get work done rather than hierarchy" has the highest mean score which is 3.46154, while followed by the statement of "My company provides an independent and healthy work environment" with the mean of 3.42986. The lowest mean is 3.20362 which represent the statement of "There is a clear and

consistent set of values that governs the way we do business". For the standard deviation, the statement of "My company provides an independent and healthy work environment" has the highest standard deviation which is 1.48349, followed by the statement of "When disagreements occur, we work hard to achieve "win-win" solutions. Our approach to doing business is very consistent and predictable" with the standard deviation of 1.41632. The statement with the lowest standard deviation is "Teamwork is used to get work done rather than hierarchy" which is 1.29496.

In the construct of reward, the statement with the highest mean score is "I feel satisfied with my chances for salary increases" with the mean score of 4.03620, followed by the statement of "In my company, pay raises are determined mainly by an employees' job performance" with the second highest mean score of 3.47964. The statement with the lowest mean score is "My company is committed to a merit pay system" with the mean score of 1.96380. For the standard deviation, the statement of "The benefits of employee are very good" has the highest standard deviation which is 1.432248, while subsequently followed by the second highest standard deviation of 1.41607 which is represent to the statement of "In my company, pay raises are determined mainly by an employees' job performance". The statement with the lowest standard deviation are "My company is committed to a merit pay system" and "I feel satisfied with my chances for salary increases" which are 1.03069.

For the construct of supervisory support, there are two statements with the highest mean score; there are "My supervisor gave me regular feedback on my performance" and "My supervisor thought about my training needs" with the same score of 3.42986, followed by the statement of "My supervisor gave me practical support" with the mean score of 3.42534. The statement with lowest mean is "My supervisor was available to me" which is 3.17647. For the

standard deviation, the statement of “My supervisor gave me practical support” has the highest standard deviation which is 1.50154. The second and third highest of standard deviation is 1.48349 and 1.40348 respectively, which are the statements of “My supervisor gave me regular feedback on my performance” and “My supervisor was respectful of my views and ideas”. The lowest standard deviation is 1.38846, which representing the statement of “My supervisor was available to me”.

In the aspect of job stress, the statement with the highest mean score is “I am clear what my duties and responsibilities” with the score of 2.84163, followed by the statement of “I can decide when to take a break” with the score of 2.75113. The lowest mean is 1.96380 which is representing the statement of “I am given supportive feedback on the work I do”. For the standard deviation, the statement of “I am clear what is expected of me at work” has the highest standard deviation which is 1.50154, followed by the statement of “I am clear what my duties and responsibilities” with the standard deviation of 1.48853. The lowest standard deviation is 1.03060 which is representing the statement of “I am given supportive feedback on the work I do”.

In the area of turnover rate, the statement with the highest mean score is “I feel happy to work in this organization” with the score of 2.97738. The statement with the lowest mean score is “I often think about quitting my job” with the score of 2.50679. The statement which has the highest standard deviation is “I often think about quitting my job” which has the standard deviation of 1.44165. Next, the second highest followed by “As soon as I can find a better job, I will quit this organization” with the standard deviation of 1.43681. The lowest standard deviation is 1.32431, which is referring to “I do not feel strong sense of belonging to my organization”.

5.1.3 Scale Measurement

5.1.3.1 Internal Reliability Test

The reliability test and Cronbach's alpha were carried out to observe the 35 items which used to measure the internal consistencies six constructs in the questionnaires. In the reliability test from SAS, the alpha coefficient of employee empowerment (7 items) is 0.668059, working environment (6 items) is 0.763010, reward (6 items) is 0.630332, supervisory support (5 items) is 0.641095, job stress (6 items) is 0.826403, and turnover (5 items) is 0.793391. According to Sekaran (2003), the entire construct are found to have the internal consistency reliability if the result passed the minimum accepted level of 0.6.

5.1.4 Summary of Inferential Analysis

5.1.4.1 Pearson's Correlation Analysis

Table 5.1: Hypothesis Test Results

No. of Hypothesis	Alternative Hypothesis	Result
Hypothesis 1	There is a significant relationship between employee empowerment and turnover rate.	Supported since p-value <0.0001 R = -0.983202, negative and very strong relationship between employee empowerment and turnover rate.
Hypothesis 2	There is a significant relationship between working environment and turnover rate.	Supported since p-value <0.0001 R= -0.635914, negative and moderate relationship between working environment and turnover rate.
Hypothesis 3	There is a significant relationship between reward and turnover rate.	Supported since p-value <0.0001 R= -0.956620, negative and very strong relationship between

		reward and turnover rate.
Hypothesis 4	There is a significant relationship between supervisory support and turnover rate.	Supported since p-value <0.0001 R= -0.870962, negative and high relationship between supervisory support and turnover rate.
Hypothesis 5	There is a significant relationship between job stress and turnover rate.	Supported since p-value <0.0001 R= 0.907865, positive and high relationship between job stress and turnover rate.

Source: Developed for the research

5.1.4.2 Multiple Regression Analysis

The multiple regression analysis is used to identify the causes that have significant relationship with turnover rate among car salesman in Pulau Pinang. It shows that all causes have significant relationship with turnover rate. The causes are employee empowerment, working environment, reward, supervisory support, and job stress. Job stress contributes the highest to the variation of turnover rate because parameter estimate for job stress is the largest of 0.71913 if compared to other predictor variables. Followed by supervisory support that contributes the second highest to the variation of the turnover rate with parameter estimate of -0.28050. Employee empowerment contributes

the third highest to the variation of turnover rate because parameter estimate for employee empowerment is -0.22359. Working environment contributes the fourth highest to the variation of turnover rate because parameter estimate for working environment is 0.08948 if compared to other predictor variables. However, reward is the predictor variable that contributes the lowest to the variation of the turnover rate, parameter estimate is 0.07765. Overall, alternative hypothesis H_1= the five independent variables are significant explain the variance in turnover rate is accepted.

5.2 Discussion on Major Findings

The overall of the research objective is to identify the causes that have significant relationship with turnover rate among car salesman in Pulau Pinang. The five causes being identified are employee empowerment, working environment, reward, supervisory support, and job stress that effect the turnover rate among car salesman in Pulau Pinang.

5.2.1 Relationship between Employee Empowerment and Turnover Rate

H_1: There is a significant relationship between employee empowerment and turnover rate.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of -0.983202, this indicates that there is negative relationship between employee empowerment and turnover rate among car salesman in Pulau Pinang because of the negative value for correlation coefficient. Thus, when employee empowerment is high, turnover rate is low.

The result of the research shows that there is a significant relationship between employee empowerment and turnover rate, which mean it has the impact on the level of turnover rate among car salesman in Pulau Pinang. According to Fernandez and Kim (2013) shown that employee empowerment affect on employee turnover based on the criteria of organizational commitment, job involvement, job satisfaction and encouraging innovation. According to the result computed, there is negative relationship between employee empowerment and turnover intention with the study conducted by Jafari, Moradi and Ahanchi (2013), stated that the greater the employee being empowerment, the lesser the employee will leave their job. The study also shows that employee commitment also has negative relationship with the employee turnover rate. Spector (1986) found that employee which being involved high levels control on their job are more satisfied and motivated by the job role. This means employee will perform better and greater expectancies, this will lead the employee have fewer intention of quitting.

5.2.2 Relationship between Working Environment and Turnover Rate

H_1: There is a significant relationship between working environment and turnover rate.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of -0.635914, this indicates that there is negative relationship between working environment and turnover rate among car salesman in Pulau Pinang because of the negative value for correlation coefficient. Thus, when working environment is better, turnover rate is low.

The result of the research shows that there is a significant relationship between working environment and turnover rate, which mean it has the impact on the level of turnover rate among car salesman in Pulau Pinang. According to the result computed that, there has a negative relationship with working environment with turnover rate. An inadequate working environment will affect the performance of the employees (Qureshi, Iftikhar, Abbas, Hassan, Khan, and Zaman, 2013). Besides that, if the company provides a suitable working environment for their employees, it will able to decrease the turnover rate. According to the research of Albattat and Som (2013), stated that the dissatisfaction of the employees toward their working environment will affect the turnover rate increase. In case, employees are receiving an imbalance treat from their company, it might influence them to quit the job.

According to the research of Rana, Salaria, Herani and Amin (2009), defined that working environment is one the components that will affect the turnover rate of the company. Good facilities provided by company always are the best choice for employees to aspects to. For instant, the comfortable personal spaces can provide employees a nice place to achieve their job assigned by their department. In addition, bad management level of the company happened in working environment is one of the components that affect the turnover rate (Kazi and Zadeh, 2011). When the top management unwilling to accept the ideas of their employees, the employees will feel disappoint and dissatisfaction toward the company. At last, employees will decide to quit the job and hence, lead to the increasing of turnover rate.

5.2.3 Relationship between Reward and Turnover Rate

H_1: There is a significant relationship between reward and turnover rate.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of -0.956620, this indicates that there is negative relationship between reward and turnover rate among car salesman in Pulau Pinang because of the negative value for correlation coefficient. Thus, when reward is higher, turnover rate is lower.

The result of the research shows that there is a significant relationship between reward and turnover rate, which mean it has the impact on the level of turnover rate among car salesman in Pulau Pinang. Misra, Rana and Dixit (2012) conducted a study which revealed the potential relationship between

characteristics of the reward and the resulting level of turnover rate of employee. The study show that the HR practices have been influences by compensation in company. Employee satisfaction on pay system in company is the important decisive of turnover intention. Besides, the result of study conducted by Sujeewa (2011) showed that the HRM practices and employee turnover have negative relationship. The pay growth effects on turnover which means that the higher salary growth significantly enable to make employee less likely to quit from company. According to Michael (2012), employee that satisfied with the reward received will significantly lower down the intention to quit. Moreover, study also found that reward system able to increase job satisfaction and improving productivity of a company. A better compensation management system will positively impact on employees, because they will be motivated and feel more satisfied with their job and hence, it lead to decrement of intention to leave their job.

5.2.4 Relationship between Supervisory Support and Turnover Rate

H_1: There is a significant relationship between supervisory support and turnover rate.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of -0.870962, this indicates that there is negative relationship between supervisory support and turnover rate among car salesman in Pulau Pinang because of the negative value for correlation coefficient. Thus, when supervisory support is high, turnover rate is low.

The result of the research shows that there is a significant relationship between supervisory support and turnover rate, which mean it has the impact on the level of turnover rate among car salesman in Pulau Pinang. According to the research of Dhladhla (2011), supervisory support can influence the ability of the employees toward their performance. This is because the leader is a main character of the company who lead the company to the success. The company performance will be influencing if the leader distribute a wrong message to their employees. Besides that, overload of the work may influence the relationship between employee and employer (Latif and Gulzar, 2011).

Based on the research of Sucharski and Rhoades (2002), turnover rate will be decreasing if employees receiving high supervisory support from top management. Otherwise, if employees are not getting supporting from top management such as trust, it will decrease the commitment of the employee toward the company (Sucharski and Rhoades, 2002). The research of Latif and Sher (2010) also prove that well organizational treat by top management to their employees will influence the turnover rate of the company. Belief from the top management is a great effort that leads their employees to create high commitment toward the company. That is also able to enhancing the company performance and decrease the turnover rate.

5.2.5 Relationship between Job Stress and Turnover Rate

H_1: There is a significant relationship between job stress and turnover rate.

Based on the result computing in chapter 4 using Pearson Correlation Test, with its analysis showing a correlation of 0.907865, this indicates that there is positive relationship between job stress and turnover rate among car salesman in Pulau Pinang because of the positive value for correlation coefficient. Thus, when job stress is high, turnover rate also is high.

The result of the research shows that there is a significant relationship between job stress and turnover rate, which mean it has the impact on the level of turnover rate among car salesman in Pulau Pinang. A study revealed the positive relationship between job stress and turnover intention. Study found that many employees are dissatisfaction to their company affect by stress issues and causing high turnover intention. (Qureshi, Iftikhar, Abbas, Hassan, Khan, & Zaman, 2013) said that lack of training and superior from supervisor also can cause the employee feel less empowered and satisfied with their job so they will undergo stress. The research conducted by Tuten and Neidermeyer (2004) also found that higher stress lead to higher intentions of employees to quit from their job. In addition, stress will lead to increment of job dissatisfaction and also rate of turnover. According to the research of Noor and Maad (2008), they found that work life conflict and job stress having positive relationship with turnover rate. Although job stress influence intention to turnover are indirect, but when the level of employee job stress increase until certain limit, they are tend to leave their current position and seek for better job in another company.

5.3 Implications of the Study

5.3.1 Managerial Implications

After conducted this research, it is found that this study have provide knowledge and information about employee turnover rate. In this research, the independent variables are employee empowerment, working environment, reward, supervisory support and job stress whereby the dependent variable is turnover rate. This study will be useful in the managerial practice especially in the human resources management since our finding show that how the independent variables as stated above will affect turnover rate among the employees. On the other hand, employers also able to know how to manage their employee in order to reduce the turnover rate of a company.

Our result showed that there are significant positive relationships between job stress and turnover rate. Job stress is the predictor variables that contribute the highest to the variation of the dependent variable because the value of " Parameter Estimate" (under Table 4.26) for this predictor variable is the largest which is 0.71913 if compare to other predictor variables. This means that job stress made the strongest unique contribution to explain the variation in dependent variable which is turnover rate. Other than that, other variables in this study also show negative significant relationships with turnover rate.

From the result showed in this research, we can recognize that employee empowerment, working environment, reward, supervisory support and job stress are the factor that affect on turnover rate. In order to improve

management of turnover rate among car salesman, the organization should be considers the factor influence in order to better understand the reason of turnover among their employee.

5.4 Limitations of the study

We are facing some limitation that obstructs our study, one of our limitations is lack of respond and support from the respondent. Most of the respondent might not be willing to participate due to they perceive that answering the questionnaires is time consuming. We had distributed our questionnaire to the car showrooms in Pulau Pinang. But when we went to collect back the questionnaire, the respond were very few. In the end, we have to distribute the questionnaire to more showrooms in order to get more respond and sufficient data for our questionnaire.

The second limitation is some respondent not really pay attention in answering our questionnaire and they may just simply put the answer without properly reading and understanding the question. This may reduce the accuracy of our data collected.

The third limitation is related to the population. We unable to get the accurate number of the population due to the companies don't to disclose their total number of employee on the website. Due to this reason, we decide to estimate the total number of car salesman based on the number of car showroom in Pulau Pinang. In this study, the number of car showroom that we found in Pulau Pinang is 95 and we estimated that our number of population for car salesman is 500.

Moreover, our research is just focus on Pulau Pinang which might not represent the whole industry. The small sample size is not large enough to represent the whole research and it might cause us could not gain an accurate and reliable result for our research.

5.5 Recommendations for Future Research

There are some of the recommendations for future research in order to have improvement as well as we found several of limitation throughout this research process. In the future research, we recommend that the research should get more respondent from wider geographical location in the industry such as Kuala Lumpur. This will increases the population and can be cover more widely in the industry to increase the accuracy and the reliability of the result as we found that our population is not enough large.

Future researcher also recommended to using different method such as personal interview or telephone interview in order to collect and gather data. This is because the data on this research not so easy to get due to the privacy of the company that might not disclose the data to public.

Besides that, the independent variables that we used in this study (employee empowerment, working environment, reward, supervisory support and job stress) is only some of the factor that we consider most significant influence the dependent variable (turnover rate). However, there are still have other key factor might affect employee turnover rate. Hence in future, the research might be conduct by consider other factor to study about employee turnover rate.

5.6 Conclusion

As a conclusion, this research provided an insight of learning about the factor that affect employee turnover rate among car salesman. In this study, we examine the relationship between employee empowerment, working environment, reward, supervisory support and job stress with turnover rate. Our result showed that all the independent variables have significant relationship to the dependent variable. However, there is still having other factors that will affect turnover rate. But for our research, we only focus on the five factors that we selected and consider most influential factor on turnover rate among car salesman.

In addition, the limitation that faced during this study has also been revealed and discussed in order to gather more accurate data for our research. The recommendation also provided to future research by suggested that they should explore to wider geographical area and other predictor variable that may contribute to the employee turnover rate among car salesman. It also suggested to using other method to collect the data.

Lastly, this research will be very useful in the automotive industry especially in company's human resources management for their employee retention. By recognize the needs and wants of employees, the management able to reduce turnover in organization and retain the capable employees. This will assists the company to achieved higher performance. Moreover, this research not only can apply useful in automotive industry, but also might applicable to other industry as well.

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APPENDIX I

Universiti Tunku Abdul Rahman

Dear Respondents,

We are undergraduate students from Universiti Tunku Abdul Rahman (UTAR), currently pursuing our degree in Bachelor of Business Administration (Hons). As a partial requirement of our degree program, we are conducting a research study entitled "**A Study of Turnover Rate among Car Salesman in Pulau Pinang, Malaysia**".

We appreciate your willingness to participate in this questionnaire. All the information provided in this survey will be kept strictly private and confidential and will be only used for academic purpose.

Thank you for the time and effort taken to complete this questionnaire.

Name	Student ID
LEE KEAT NEE	11ABB00131
LOH PHUI MANN	11ABB00052
SOO MOONG YEE	10ABB05392
TEH YONG YEE	11ABB00130
WONG PIT CHEE	11ABB00477

APPENDIX II

This questionnaire consists of 7 pages and 41 questions.

Section A: Demographics

Please tick (√) according the answer in the box that best represents you.

1. Gender:
   - ☐ Male
   - ☐ Female

2. Ethnicity:
   - ☐ Chinese
   - ☐ Malay
   - ☐ Indian
   - ☐ Others(Please Specify)_____

3. Age:
   - ☐ Below 25
   - ☐ Between 25 years old to 34 years old
   - ☐ Between 35 years old to 44 years old
   - ☐ Between 45 years old to 54 years old
   - ☐ Above 54 years old

4. Monthly Salary:
   - ☐ Below RM1000
   - ☐ RM1000-RM1999

- ☐ RM2000-RM2999
- ☐ RM3000-RM4999
- ☐ RM5000-RM7999
- ☐ RM8000-RM9999
- ☐ RM10000-RM14999
- ☐ Above RM15000

5. Highest Level of Education:
    - ☐ SPM
    - ☐ STPM
    - ☐ Diploma
    - ☐ Degree
    - ☐ Master
    - ☐ PHD

6. Service Length:
    - ☐ Less than 6 months
    - ☐ Exactly 6 months to less than 1 year
    - ☐ Exactly 1 year to less than 3 years
    - ☐ Exactly 3 years to less than 5 years
    - ☐ Exactly 5 years to less than 7 years
    - ☐ More than 7 years

Section B: Independent Variables

Instruction: Please circle the answer (number) that most appropriate to describe your point of view about your company. The number is represented as below:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

(a) Employee Empowerment

Description	SD	D	N	A	SA
1. My superior always clearly indicates the specific goal of our department.	1	2	3	4	5
2. Our department is characterized by effective communication.	1	2	3	4	5
3. I have considerable autonomy in determining how I do my work.	1	2	3	4	5
4. In our department, everyone is goal oriented.	1	2	3	4	5
5. My superior knows how to effectively develop the potential of employees.	1	2	3	4	5
6. In our company, superiors provide	1	2	3	4	5

their employees with relevant support.					
7. I have a great deal of control on what goes on within my department.	1	2	3	4	5

(b) <u>Working Environment</u>

Description	SD	D	N	A	SA
1. My company provides an independent and healthy work environment.	1	2	3	4	5
2. I have the necessary equipment and tools to facilitate my job.	1	2	3	4	5
3. Teamwork is used to get work done rather than hierarchy.	1	2	3	4	5
4. Information is widely shared so that everyone can get the information he or she needs when it is needed.	1	2	3	4	5
5. When disagreements occur, we work hard to achieve “win-win” solutions. Our approach to doing business is very consistent and predictable.	1	2	3	4	5
6. There is a clear and consistent set of values that governs the way we do business.	1	2	3	4	5

(c) Reward

Description	SD	D	N	A	SA
1. My company is committed to a merit pay system.	1	2	3	4	5
2. The benefits of employee are very good.	1	2	3	4	5
3. In my company, pay raises are determined mainly by an employees' job performance.	1	2	3	4	5
4. The fringe benefit (insurances, investment plans, etc) provided in my division is extremely generous.	1	2	3	4	5
5. I feel satisfied with my chances for salary increases.	1	2	3	4	5
6. I am satisfied with my chances for promotion.	1	2	3	4	5

(d) Supervisory Support

Description	SD	D	N	A	SA
1. My supervisor gave me regular feedback on my performance.	1	2	3	4	5
2. My supervisor thought about my	1	2	3	4	5

training needs.					
3. My supervisor was available to me.	1	2	3	4	5
4. My supervisor gave me practical support.	1	2	3	4	5
5. My supervisor was respectful of my views and ideas.	1	2	3	4	5

(e) <u>Job stress</u>

Description	SD	D	N	A	SA
1. I am clear what is expected of me at work.	1	2	3	4	5
2. I know how to go about getting my job done.	1	2	3	4	5
3. If work gets difficult, my colleagues will help me.	1	2	3	4	5
4. I am clear what my duties and responsibilities.	1	2	3	4	5
5. I can decide when to take a break.	1	2	3	4	5
6. I am given supportive feedback on the work I do.	1	2	3	4	5

Section C: Dependent Variable

Turnover Rate

Description	SD	D	N	A	SA
1. I often think about quitting my job.	1	2	3	4	5
2. As soon as I can find a better job, I will quit this organization.	1	2	3	4	5
3. I feel happy to work in this organization.	1	2	3	4	5
4. This organization has a great deal of personal meaning for me.	1	2	3	4	5
5. I do not feel strong sense of belonging to my organization.	1	2	3	4	5

Your time and participation is much appreciated. Thank you.

APPENDIX III

Reliability Test

Pilot Test

Correlation Analysis for Employee Empowerment

The CORR Procedure

7 Variables:	EE1	EE2	EE3	EE4	EE5	EE6	EE7

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
EE1	30	2.90000	1.44676	87.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE2	30	3.30000	1.36836	99.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE3	30	3.43333	1.47819	103.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE4	30	3.20000	1.42393	96.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE5	30	3.36667	1.40156	101.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE6	30	3.60000	1.45270	108.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE7	30	3.46667	1.43198	104.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.813911
Standardized	0.816551

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
EE1	-.711790	0.961142	-.712506	0.961196	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE2	0.775360	0.750763	0.776328	0.752693	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE3	0.844607	0.733582	0.844950	0.739703	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE4	0.845342	0.735585	0.848319	0.739056	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE5	0.914281	0.723260	0.913295	0.726424	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE6	0.894182	0.724660	0.893254	0.730353	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE7	0.852347	0.733887	0.853689	0.738024	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	EE1	EE2	EE3	EE4	EE5	EE6	EE7
EE1	1.00000	-0.71589	-0.62400	-0.79341	-0.55949	-0.61034	-0.60919
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		<.0001	0.0002	<.0001	0.0013	0.0003	0.0004
EE2	-0.71589	1.00000	0.71771	0.92381	0.73179	0.72164	0.73560
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001
EE3	-0.62400	0.71771	1.00000	0.80930	0.85273	0.87035	0.71569
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0002	<.0001		<.0001	<.0001	<.0001	<.0001
EE4	-0.79341	0.92381	0.80930	1.00000	0.79135	0.82350	0.79821
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001
EE5	-0.55949	0.73179	0.85273	0.79135	1.00000	0.85358	0.89113
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0013	<.0001	<.0001	<.0001		<.0001	<.0001
EE6	-0.61034	0.72164	0.87035	0.82350	0.85358	1.00000	0.83876
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0003	<.0001	<.0001	<.0001	<.0001		<.0001
EE7	-0.60919	0.73560	0.71569	0.79821	0.89113	0.83876	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0004	<.0001	<.0001	<.0001	<.0001	<.0001	

Correlation Analysis for Working Environment

The CORR Procedure

6 Variables:	WE1	WE2	WE3	WE4	WE5	WE6

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WE1	30	3.36667	1.51960	101.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE2	30	3.40000	1.40443	102.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE3	30	3.50000	1.25258	105.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE4	30	3.46667	1.38298	104.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE5	30	3.16667	1.41624	95.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE6	30	3.06667	1.33735	92.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.725129
Standardized	0.740317

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
WE1	-.096139	0.843735	-.094317	0.844243	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE2	0.552113	0.658447	0.556870	0.680449	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE3	0.604489	0.647999	0.608687	0.665004	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE4	0.757139	0.592192	0.759501	0.617840	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE5	0.534045	0.663930	0.550191	0.682412	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE6	0.597332	0.646412	0.607038	0.665501	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	WE1	WE2	WE3	WE4	WE5	WE6
WE1	1.00000	-0.07109	-0.00906	-0.00219	-0.17358	-0.11425
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.7089	0.9621	0.9908	0.3590	0.5477
WE2	-0.07109	1.00000	0.37243	0.73500	0.36407	0.44430
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.7089		0.0427	<.0001	0.0479	0.0139
WE3	-0.00906	0.37243	1.00000	0.51755	0.57343	0.53521
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.9621	0.0427		0.0034	0.0009	0.0023
WE4	-0.00219	0.73500	0.51755	1.00000	0.53990	0.59785
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.9908	<.0001	0.0034		0.0021	0.0005
WE5	-0.17358	0.36407	0.57343	0.53990	1.00000	0.52191
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.3590	0.0479	0.0009	0.0021		0.0031
WE6	-0.11425	0.44430	0.53521	0.59785	0.52191	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.5477	0.0139	0.0023	0.0005	0.0031	

Correlation Analysis for Reward

The CORR Procedure

6 Variables: R1 R2 R3 R4 R5 R6

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
R1	30	2.16667	1.11675	65.00000	1.00000	4.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R2	30	3.56667	1.43078	107.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R3	30	3.50000	1.40810	105.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R4	30	3.50000	1.38340	105.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R5	30	3.93333	1.08066	118.00000	2.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R6	30	3.26667	1.31131	98.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.720787
Standardized	0.661240

Cronbach Coefficient Alpha with Deleted Variable

	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
R1	-.348428	0.857385	-.391147	0.845147	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R2	0.879970	0.523942	0.872982	0.423563	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R3	0.855022	0.536626	0.844438	0.436496	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R4	0.687283	0.602908	0.692140	0.502505	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R5	0.032756	0.780523	-.018170	0.749698	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R6	0.788418	0.571642	0.789731	0.460782	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	R1	R2	R3	R4	R5	R6
R1	1.00000	-0.08273	-0.16446	-0.30132	-0.93339	-0.05494
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.6638	0.3851	0.1056	<.0001	0.7731
R2	-0.08273	1.00000	0.96704	0.63588	0.13679	0.74374
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.6638		<.0001	0.0002	0.4711	<.0001
R3	-0.16446	0.96704	1.00000	0.62842	0.18129	0.72833
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.3851	<.0001		0.0002	0.3377	<.0001
R4	-0.30132	0.63588	0.62842	1.00000	0.39212	0.64629
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.1056	0.0002	0.0002		0.0321	0.0001
R5	-0.93339	0.13679	0.18129	0.39212	1.00000	0.15898
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	0.4711	0.3377	0.0321		0.4014
R6	-0.05494	0.74374	0.72833	0.64629	0.15898	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.7731	<.0001	<.0001	0.0001	0.4014	

Correlation Analysis for Supervisory Support

The CORR Procedure

5 Variables:	SS1	SS2	SS3	SS4	SS5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
SS1	30	3.33333	1.53877	100.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS2	30	3.56667	1.33089	107.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS3	30	3.40000	1.32873	102.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS4	30	3.23333	1.43078	97.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS5	30	3.46667	1.38298	104.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.671386
Standardized	0.690212

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
SS1	-.126380	0.850758	-.128077	0.849149	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS2	0.534064	0.572617	0.551037	0.593255	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS3	0.519883	0.579105	0.529277	0.603149	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS4	0.791157	0.432031	0.809154	0.466303	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS5	0.639503	0.518780	0.640913	0.551084	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	SS1	SS2	SS3	SS4	SS5
SS1	1.00000	-0.24695	-0.08433	-0.09919	0.00540
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.1883	0.6577	0.6020	0.9774
SS2	-0.24695	1.00000	0.53039	0.68874	0.50708
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.1883		0.0026	<.0001	0.0042
SS3	-0.08433	0.53039	1.00000	0.62033	0.36404
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.6577	0.0026		0.0003	0.0480
SS4	-0.09919	0.68874	0.62033	1.00000	0.79698
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.6020	<.0001	0.0003		<.0001
SS5	0.00540	0.50708	0.36404	0.79698	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.9774	0.0042	0.0480	<.0001	

Correlation Analysis for Job Stress

The CORR Procedure

6 Variables:	JS1	JS2	JS3	JS4	JS5	JS6

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JS1	30	3.06667	1.41259	92.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS2	30	2.90000	1.44676	87.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS3	30	2.83333	1.44039	85.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS4	30	2.90000	1.39827	87.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS5	30	2.86667	1.43198	86.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS6	30	2.26667	1.25762	68.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.898474
Standardized	0.894441

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
JS1	0.917622	0.849685	0.911605	0.844339	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS2	0.867315	0.857471	0.865271	0.852044	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS3	0.819645	0.865406	0.819886	0.859462	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS4	0.789215	0.870583	0.781592	0.865622	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS5	0.648820	0.892282	0.645518	0.886794	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS6	0.327262	0.932046	0.326211	0.932254	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	JS1	JS2	JS3	JS4	JS5	JS6
JS1	1.00000	0.91451	0.85303	0.82402	0.68643	0.30022
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		<.0001	<.0001	<.0001	<.0001	0.1070
JS2	0.91451	1.00000	0.85219	0.72785	0.55925	0.37525
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001		<.0001	<.0001	0.0013	0.0410
JS3	0.85303	0.85219	1.00000	0.65916	0.49040	0.42514
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001		<.0001	0.0059	0.0192
JS4	0.82402	0.72785	0.65916	1.00000	0.76808	0.17256
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001		<.0001	0.3618
JS5	0.68643	0.55925	0.49040	0.76808	1.00000	0.17361
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	0.0013	0.0059	<.0001		0.3589
JS6	0.30022	0.37525	0.42514	0.17256	0.17361	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.1070	0.0410	0.0192	0.3618	0.3589	

Correlation Analysis for Turnover

The CORR Procedure

5 Variables:	T1	T2	T3	T4	T5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
T1	30	2.90000	1.42272	87.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	30	3.00000	1.48556	90.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	30	3.03333	1.42595	91.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	30	2.96667	1.27261	89.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	30	3.00000	1.28654	90.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.870301
Standardized	0.873689

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
T1	0.737065	0.832337	0.742430	0.836839	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	0.715594	0.838290	0.720095	0.842329	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	0.481699	0.894578	0.486069	0.896586	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	0.742878	0.832861	0.743283	0.836629	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	0.837115	0.810175	0.832379	0.814166	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	T1	T2	T3	T4	T5
T1	1.00000	0.61998	0.37564	0.72181	0.71589
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.0003	0.0408	<.0001	<.0001
T2	0.61998	1.00000	0.35812	0.54719	0.84798
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0003		0.0520	0.0018	<.0001
T3	0.37564	0.35812	1.00000	0.51369	0.45112
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0408	0.0520		0.0037	0.0123
T4	0.72181	0.54719	0.51369	1.00000	0.65290
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	0.0018	0.0037		<.0001
T5	0.71589	0.84798	0.45112	0.65290	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	0.0123	<.0001	

Sample Size

Correlation Analysis for Employee Empowerment

The CORR Procedure

7 Variables: EE1 EE2 EE3 EE4 EE5 EE6 EE7

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
EE1	221	2.71946	1.44381	601.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE2	221	3.61991	1.42394	800.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE3	221	3.40271	1.42248	752.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE4	221	3.13575	1.39793	693.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE5	221	3.36199	1.38997	743.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE6	221	3.47964	1.41607	769.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE7	221	3.40724	1.40024	753.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.668059
Standardized	0.676016

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
EE1	-.748041	0.883710	-.747663	0.883958	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE2	0.446054	0.612368	0.449505	0.622610	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE3	0.686119	0.536176	0.687005	0.549740	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE4	0.695960	0.534825	0.699097	0.545812	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE5	0.754268	0.516097	0.755421	0.527229	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE6	0.737861	0.519185	0.738862	0.532742	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE7	0.627892	0.556814	0.628536	0.568431	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	EE1	EE2	EE3	EE4	EE5	EE6	EE7
EE1	1.00000	-0.65569	-0.54673	-0.77603	-0.49956	-0.58529	-0.50532
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE2	-0.65569	1.00000	0.40131	0.63116	0.35691	0.41318	0.44046
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001
EE3	-0.54673	0.40131	1.00000	0.55527	0.60412	0.73634	0.53573
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001
EE4	-0.77603	0.63116	0.55527	1.00000	0.79101	0.61678	0.50108
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001
EE5	-0.49956	0.35691	0.60412	0.79101	1.00000	0.65730	0.56149
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001
EE6	-0.58529	0.41318	0.73634	0.61678	0.65730	1.00000	0.58876
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001
EE7	-0.50532	0.44046	0.53573	0.50108	0.56149	0.58876	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	

Correlation Analysis for Working Environment

The CORR Procedure

6 Variables:	WE1	WE2	WE3	WE4	WE5	WE6

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WE1	221	3.42986	1.48349	758.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE2	221	3.39367	1.40898	750.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE3	221	3.46154	1.29496	765.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE4	221	3.40724	1.40348	753.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE5	221	3.24887	1.41632	718.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE6	221	3.20362	1.32431	708.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.763010
Standardized	0.768127

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
WE1	0.171686	0.814983	0.171281	0.815152	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE2	0.319727	0.775618	0.324988	0.780112	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE3	0.427127	0.747447	0.431659	0.754216	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE4	0.792641	0.646496	0.791873	0.656562	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE5	0.657889	0.685801	0.662575	0.693489	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE6	0.769024	0.658508	0.770605	0.662785	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	WE1	WE2	WE3	WE4	WE5	WE6
WE1	1.00000	-0.07698	0.01929	0.27576	0.18682	0.24445
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.2545	0.7755	<.0001	0.0053	0.0002
WE2	-0.07698	1.00000	0.21885	0.46333	0.22857	0.35148
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.2545		0.0011	<.0001	0.0006	<.0001
WE3	0.01929	0.21885	1.00000	0.38881	0.42532	0.48035
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.7755	0.0011		<.0001	<.0001	<.0001
WE4	0.27576	0.46333	0.38881	1.00000	0.69196	0.74999
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001		<.0001	<.0001
WE5	0.18682	0.22857	0.42532	0.69196	1.00000	0.68776
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0053	0.0006	<.0001	<.0001		<.0001
WE6	0.24445	0.35148	0.48035	0.74999	0.68776	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0002	<.0001	<.0001	<.0001	<.0001	

Correlation Analysis for Reward

The CORR Procedure

6 Variables:	R1	R2	R3	R4	R5	R6

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
R1	221	1.96380	1.03069	434.00000	1.00000	4.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R2	221	3.40271	1.42248	752.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R3	221	3.47964	1.41607	769.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R4	221	3.40724	1.40348	753.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R5	221	4.03620	1.03069	892.00000	2.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R6	221	3.20362	1.32431	708.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.630332
Standardized	0.529887

Cronbach Coefficient Alpha with Deleted Variable

	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
R1	-.373866	0.780690	-.436113	0.764527	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R2	0.625592	0.464135	0.621981	0.297064	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R3	0.711726	0.420280	0.708370	0.244058	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R4	0.663118	0.446833	0.669588	0.268172	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R5	-.055513	0.706114	-.133580	0.661203	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R6	0.672058	0.450900	0.673153	0.265977	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	R1	R2	R3	R4	R5	R6
R1	1.00000	0.01619	-0.15934	-0.25057	-1.00000	-0.17107
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.8109	0.0178	0.0002	<.0001	0.0108
R2	0.01619	1.00000	0.73634	0.42976	-0.01619	0.42679
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.8109		<.0001	<.0001	0.8109	<.0001
R3	-0.15934	0.73634	1.00000	0.50964	0.15934	0.51971
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0178	<.0001		<.0001	0.0178	<.0001
R4	-0.25057	0.42976	0.50964	1.00000	0.25057	0.74999
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0002	<.0001	<.0001		0.0002	<.0001
R5	-1.00000	-0.01619	0.15934	0.25057	1.00000	0.17107
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	0.8109	0.0178	0.0002		0.0108
R6	-0.17107	0.42679	0.51971	0.74999	0.17107	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0108	<.0001	<.0001	<.0001	0.0108	

Correlation Analysis for Supervisory Support

The CORR Procedure

5 Variables:	SS1	SS2	SS3	SS4	SS5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
SS1	221	3.42986	1.48349	758.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS2	221	3.42986	1.38853	758.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS3	221	3.17647	1.38846	702.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS4	221	3.42534	1.50154	757.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS5	221	3.40724	1.40348	753.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.641095
Standardized	0.645985

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
SS1	0.065066	0.737571	0.067890	0.736859	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS2	0.623468	0.473140	0.625994	0.476433	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS3	0.266820	0.645653	0.267544	0.653788	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS4	0.473855	0.546581	0.481721	0.552421	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS5	0.634886	0.465403	0.632300	0.472964	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	SS1	SS2	SS3	SS4	SS5
SS1	1.00000	0.11952	-0.10982	-0.08245	0.27576
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.0762	0.1035	0.2221	<.0001
SS2	0.11952	1.00000	0.33063	0.47874	0.63283
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0762		<.0001	<.0001	<.0001
SS3	-0.10982	0.33063	1.00000	0.36282	0.16589
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.1035	<.0001		<.0001	0.0135
SS4	-0.08245	0.47874	0.36282	1.00000	0.49980
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.2221	<.0001	<.0001		<.0001
SS5	0.27576	0.63283	0.16589	0.49980	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	0.0135	<.0001	

Correlation Analysis for Job Stress

The CORR Procedure

6 Variables:	JS1	JS2	JS3	JS4	JS5	JS6

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JS1	221	2.57466	1.50154	569.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS2	221	2.71946	1.44381	601.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS3	221	2.72851	1.37793	603.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS4	221	2.84163	1.48853	628.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS5	221	2.75113	1.41632	608.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS6	221	1.96380	1.03069	434.00000	1.00000	4.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.826403
Standardized	0.815993

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
JS1	0.685022	0.778318	0.674806	0.765578	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS2	0.716752	0.771404	0.712695	0.756904	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS3	0.677355	0.781122	0.672079	0.766196	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS4	0.640878	0.788616	0.626405	0.776454	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS5	0.589802	0.799704	0.578767	0.786937	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS6	0.243063	0.854584	0.244194	0.854628	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	JS1	JS2	JS3	JS4	JS5	JS6
JS1	1.00000	0.56113	0.60081	0.54322	0.53777	0.18091
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		<.0001	<.0001	<.0001	<.0001	0.0070
JS2	0.56113	1.00000	0.67667	0.59258	0.44806	0.25889
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001		<.0001	<.0001	<.0001	<.0001
JS3	0.60081	0.67667	1.00000	0.46206	0.43337	0.24269
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001		<.0001	<.0001	0.0003
JS4	0.54322	0.59258	0.46206	1.00000	0.54826	0.12957
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001		<.0001	0.0544
JS5	0.53777	0.44806	0.43337	0.54826	1.00000	0.15883
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001		0.0181
JS6	0.18091	0.25889	0.24269	0.12957	0.15883	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0070	<.0001	0.0003	0.0544	0.0181	

Correlation Analysis for Turnover

The CORR Procedure

5 Variables:	T1	T2	T3	T4	T5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
T1	221	2.50679	1.44165	554.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	221	2.65158	1.43681	586.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	221	2.97738	1.41242	658.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	221	2.79638	1.37152	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	221	2.79638	1.32431	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.793391
Standardized	0.794454

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
T1	0.591155	0.748342	0.592775	0.749582	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	0.550541	0.761735	0.552478	0.762462	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	0.520639	0.771028	0.519807	0.772712	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	0.561915	0.757784	0.562485	0.759288	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	0.645256	0.732365	0.644973	0.732501	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	T1	T2	T3	T4	T5
T1	1.00000	0.37529	0.41640	0.50530	0.49475
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		<.0001	<.0001	<.0001	<.0001
T2	0.37529	1.00000	0.41718	0.36749	0.52870
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001		<.0001	<.0001	<.0001
T3	0.41640	0.41718	1.00000	0.35662	0.41307
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001		<.0001	<.0001
T4	0.50530	0.36749	0.35662	1.00000	0.48509
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001		<.0001
T5	0.49475	0.52870	0.41307	0.48509	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	

APPENDIX V

Pearson Correlation Coefficient

Correlation Analysis for Employee Empowerment and Turnover

The CORR Procedure

12 Variables:	EE1	EE2	EE3	EE4	EE5	EE6	EE7	T1	T2	T3	T4	T5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
EE1	221	2.71946	1.44381	601.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE2	221	3.61991	1.42394	800.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE3	221	3.40271	1.42248	752.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE4	221	3.13575	1.39793	693.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE5	221	3.36199	1.38997	743.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE6	221	3.47964	1.41607	769.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE7	221	3.40724	1.40024	753.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	221	2.50679	1.44165	554.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	221	2.65158	1.43681	586.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	221	2.97738	1.41242	658.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	221	2.79638	1.37152	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	221	2.79638	1.32431	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	-.983202
Standardized	-.991231

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
EE1	-.249278	-.732872	-.242043	-.754785	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE2	-.416950	-.485204	-.418090	-.493978	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE3	0.105196	-1.40403	0.104969	-1.40723	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE4	-.299081	-.659849	-.300661	-.663211	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE5	0.064688	-1.30195	0.063084	-1.31759	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE6	0.064408	-1.31299	0.060744	-1.31268	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
EE7	-.132532	-.930103	-.140728	-.925024	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	-.156685	-.890405	-.148596	-.911241	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	-.158230	-.887414	-.152978	-.903607	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	-.364975	-.560698	-.366845	-.565573	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	-.409815	-.508267	-.412176	-.502067	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	-.174090	-.857769	-.183458	-.851324	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	EE1	EE2	EE3	EE4	EE5	EE6	EE7	T1	T2	T3	T4	T5
EE1	1.00000	-0.65569	-0.54673	-0.77603	-0.49956	-0.58529	-0.50532	0.55341	0.68889	0.58309	0.56783	0.55717
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE2	-0.65569	1.00000	0.40131	0.63116	0.35691	0.41318	0.44046	-0.63644	-0.50492	-0.45631	-0.51461	-0.62696
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE3	-0.54673	0.40131	1.00000	0.55527	0.60412	0.73634	0.53573	-0.35044	-0.40252	-0.39136	-0.48432	-0.42679
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE4	-0.77603	0.63116	0.55527	1.00000	0.79101	0.61678	0.50108	-0.61845	-0.57153	-0.80187	-0.52605	-0.58900
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE5	-0.49956	0.35691	0.60412	0.79101	1.00000	0.65730	0.56149	-0.37324	-0.45549	-0.71124	-0.44518	-0.34499
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE6	-0.58529	0.41318	0.73634	0.61678	0.65730	1.00000	0.58876	-0.33113	-0.43803	-0.45589	-0.54628	-0.51971
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
EE7	-0.50532	0.44046	0.53573	0.50108	0.56149	0.58876	1.00000	-0.39993	-0.38102	-0.35845	-0.89863	-0.42817
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001
T1	0.55341	-0.63644	-0.35044	-0.61845	-0.37324	-0.33113	-0.39993	1.00000	0.37529	0.41640	0.50530	0.49475
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001
T2	0.68889	-0.50492	-0.40252	-0.57153	-0.45549	-0.43803	-0.38102	0.37529	1.00000	0.41718	0.36749	0.52870
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001
T3	0.58309	-0.45631	-0.39136	-0.80187	-0.71124	-0.45589	-0.35845	0.41640	0.41718	1.00000	0.35662	0.41307
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001
T4	0.56783	-0.51461	-0.48432	-0.52605	-0.44518	-0.54628	-0.89863	0.50530	0.36749	0.35662	1.00000	0.48509
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001
T5	0.55717	-0.62696	-0.42679	-0.58900	-0.34499	-0.51971	-0.42817	0.49475	0.52870	0.41307	0.48509	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	

Correlation Analysis for Working Environment and Turnover

The CORR Procedure

11 Variables:	WE1	WE2	WE3	WE4	WE5	WE6	T1	T2	T3	T4	T5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WE1	221	3.42986	1.48349	758.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE2	221	3.39367	1.40898	750.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE3	221	3.46154	1.29496	765.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE4	221	3.40724	1.40348	753.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE5	221	3.24887	1.41632	718.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE6	221	3.20362	1.32431	708.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	221	2.50679	1.44165	554.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	221	2.65158	1.43681	586.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	221	2.97738	1.41242	658.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	221	2.79638	1.37152	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	221	2.79638	1.32431	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	-.635914
Standardized	-.713751

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
WE1	0.332632	-1.40406	0.330920	-1.47347	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE2	-.381651	-.248943	-.374638	-.321053	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE3	-.180919	-.498724	-.183233	-.568903	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE4	0.084860	-.886813	0.094672	-1.01017	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE5	-.078956	-.635205	-.068943	-.737885	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
WE6	-.148374	-.538026	-.160027	-.601880	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	-.158497	-.522861	-.175143	-.580323	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	-.003662	-.752110	-.011091	-.829922	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	-.166626	-.512321	-.183095	-.569097	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	-.206023	-.462990	-.229430	-.505205	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	-.506080	-.143269	-.535107	-.143512	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	WE1	WE2	WE3	WE4	WE5	WE6	T1	T2	T3	T4	T5
WE1	1.00000	-0.07698	0.01929	0.27576	0.18682	0.24445	0.07833	0.08765	0.06757	0.04768	-0.24445
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.2545	0.7755	<.0001	0.0053	0.0002	0.2462	0.1943	0.3173	0.4807	0.0002
WE2	-0.07698	1.00000	0.21885	0.46333	0.22857	0.35148	-0.50593	-0.49551	-0.47059	-0.40524	-0.35148
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.2545		0.0011	<.0001	0.0006	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
WE3	0.01929	0.21885	1.00000	0.38881	0.42532	0.48035	-0.52760	-0.16481	-0.35958	-0.47150	-0.48035
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.7755	0.0011		<.0001	<.0001	<.0001	<.0001	0.0142	<.0001	<.0001	<.0001
WE4	0.27576	0.46333	0.38881	1.00000	0.69196	0.74999	-0.41698	-0.32829	-0.42183	-0.43609	-0.74999
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
WE5	0.18682	0.22857	0.42532	0.69196	1.00000	0.68776	-0.37371	-0.28554	-0.47661	-0.56581	-0.68776
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0053	0.0006	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
WE6	0.24445	0.35148	0.48035	0.74999	0.68776	1.00000	-0.49475	-0.52870	-0.41307	-0.48509	-1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0002	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001
T1	0.07833	-0.50593	-0.52760	-0.41698	-0.37371	-0.49475	1.00000	0.37529	0.41640	0.50530	0.49475
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.2462	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001
T2	0.08765	-0.49551	-0.16481	-0.32829	-0.28554	-0.52870	0.37529	1.00000	0.41718	0.36749	0.52870
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.1943	<.0001	0.0142	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001
T3	0.06757	-0.47059	-0.35958	-0.42183	-0.47661	-0.41307	0.41640	0.41718	1.00000	0.35662	0.41307
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.3173	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001
T4	0.04768	-0.40524	-0.47150	-0.43609	-0.56581	-0.48509	0.50530	0.36749	0.35662	1.00000	0.48509
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.4807	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001
T5	-0.24445	-0.35148	-0.48035	-0.74999	-0.68776	-1.00000	0.49475	0.52870	0.41307	0.48509	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0002	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	

Correlation Analysis for Reward and Turnover

The CORR Procedure

11 Variables:	R1	R2	R3	R4	R5	R6	T1	T2	T3	T4	T5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
R1	221	1.96380	1.03069	434.00000	1.00000	4.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R2	221	3.40271	1.42248	752.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R3	221	3.47964	1.41607	769.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R4	221	3.40724	1.40348	753.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R5	221	4.03620	1.03069	892.00000	2.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R6	221	3.20362	1.32431	708.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	221	2.50679	1.44165	554.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	221	2.65158	1.43681	586.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	221	2.97738	1.41242	658.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	221	2.79638	1.37152	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	221	2.79638	1.32431	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	-.956620
Standardized	-1.21724

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
R1	-.032552	-1.02773	-.156740	-1.14870	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R2	-.203520	-.781314	-.203886	-1.04772	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R3	-.226508	-.739743	-.228794	-.996289	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R4	-.279493	-.648981	-.281780	-.891143	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R5	-.533740	-.420044	-.602320	-.365131	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
R6	-.455494	-.403646	-.474298	-.554233	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	0.096755	-1.43789	0.101471	-1.79388	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	-.006618	-1.18740	-.004306	-1.50977	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	-.035534	-1.11478	-.037694	-1.42597	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	-.102047	-.969043	-.109494	-1.25482	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	-.295676	-.633099	-.322546	-.814062	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	R1	R2	R3	R4	R5	R6	T1	T2	T3	T4	T5
R1	1.00000	0.01619	-0.15934	-0.25057	-1.00000	-0.17107	0.29384	0.24313	0.30543	0.20377	0.17107
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.8109	0.0178	0.0002	<.0001	0.0108	<.0001	0.0003	<.0001	0.0023	0.0108
R2	0.01619	1.00000	0.73634	0.42976	-0.01619	0.42679	-0.35044	-0.40252	-0.39136	-0.48432	-0.42679
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.8109		<.0001	<.0001	0.8109	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
R3	-0.15934	0.73634	1.00000	0.50964	0.15934	0.51971	-0.33113	-0.43803	-0.45589	-0.54628	-0.51971
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0178	<.0001		<.0001	0.0178	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
R4	-0.25057	0.42976	0.50964	1.00000	0.25057	0.74999	-0.41698	-0.32829	-0.42183	-0.43609	-0.74999
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0002	<.0001	<.0001		0.0002	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
R5	-1.00000	-0.01619	0.15934	0.25057	1.00000	0.17107	-0.29384	-0.24313	-0.30543	-0.20377	-0.17107
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	0.8109	0.0178	0.0002		0.0108	<.0001	0.0003	<.0001	0.0023	0.0108
R6	-0.17107	0.42679	0.51971	0.74999	0.17107	1.00000	-0.49475	-0.52870	-0.41307	-0.48509	-1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0108	<.0001	<.0001	<.0001	0.0108		<.0001	<.0001	<.0001	<.0001	<.0001
T1	0.29384	-0.35044	-0.33113	-0.41698	-0.29384	-0.49475	1.00000	0.37529	0.41640	0.50530	0.49475
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001
T2	0.24313	-0.40252	-0.43803	-0.32829	-0.24313	-0.52870	0.37529	1.00000	0.41718	0.36749	0.52870
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0003	<.0001	<.0001	<.0001	0.0003	<.0001	<.0001		<.0001	<.0001	<.0001
T3	0.30543	-0.39136	-0.45589	-0.42183	-0.30543	-0.41307	0.41640	0.41718	1.00000	0.35662	0.41307
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001
T4	0.20377	-0.48432	-0.54628	-0.43609	-0.20377	-0.48509	0.50530	0.36749	0.35662	1.00000	0.48509
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0023	<.0001	<.0001	<.0001	0.0023	<.0001	<.0001	<.0001	<.0001		<.0001
T5	0.17107	-0.42679	-0.51971	-0.74999	-0.17107	-1.00000	0.49475	0.52870	0.41307	0.48509	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0108	<.0001	<.0001	<.0001	0.0108	<.0001	<.0001	<.0001	<.0001	<.0001	

Correlation Analysis for Supervisory Support and Turnover

The CORR Procedure

10 Variables:	SS1	SS2	SS3	SS4	SS5	T1	T2	T3	T4	T5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
SS1	221	3.42986	1.48349	758.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS2	221	3.42986	1.38853	758.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS3	221	3.17647	1.38846	702.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS4	221	3.42534	1.50154	757.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS5	221	3.40724	1.40348	753.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	221	2.50679	1.44165	554.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	221	2.65158	1.43681	586.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	221	2.97738	1.41242	658.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	221	2.79638	1.37152	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	221	2.79638	1.32431	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	-.870962
Standardized	-.860803

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
SS1	0.124725	-1.38726	0.117633	-1.31176	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS2	-.371592	-.438742	-.396199	-.389998	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS3	-.232967	-.646866	-.239766	-.624190	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS4	-.603007	-.103637	-.607677	-.126249	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
SS5	-.285537	-.562673	-.313005	-.510044	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	-.186037	-.723923	-.156949	-.763461	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	0.150045	-1.41722	0.174285	-1.44313	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	0.056607	-1.19072	0.074541	-1.21623	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	0.007653	-1.07410	0.023307	-1.10743	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	-.285827	-.573081	-.279098	-.561873	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	SS1	SS2	SS3	SS4	SS5	T1	T2	T3	T4	T5
SS1	1.00000	0.11952	-0.10982	-0.08245	0.27576	0.07833	0.08765	0.06757	0.04768	-0.24445
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		0.0762	0.1035	0.2221	<.0001	0.2462	0.1943	0.3173	0.4807	0.0002
SS2	0.11952	1.00000	0.33063	0.47874	0.63283	-0.50670	-0.45317	-0.32181	-0.46222	-0.84207
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0762		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
SS3	-0.10982	0.33063	1.00000	0.36282	0.16589	-0.42865	-0.20372	-0.26450	-0.23406	-0.19544
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.1035	<.0001		<.0001	0.0135	<.0001	0.0023	<.0001	0.0005	0.0035
SS4	-0.08245	0.47874	0.36282	1.00000	0.49980	-0.88116	-0.44508	-0.50768	-0.58018	-0.57343
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.2221	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
SS5	0.27576	0.63283	0.16589	0.49980	1.00000	-0.41698	-0.32829	-0.42183	-0.43609	-0.74999
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	0.0135	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001
T1	0.07833	-0.50670	-0.42865	-0.88116	-0.41698	1.00000	0.37529	0.41640	0.50530	0.49475
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.2462	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001
T2	0.08765	-0.45317	-0.20372	-0.44508	-0.32829	0.37529	1.00000	0.41718	0.36749	0.52870
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.1943	<.0001	0.0023	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001
T3	0.06757	-0.32181	-0.26450	-0.50768	-0.42183	0.41640	0.41718	1.00000	0.35662	0.41307
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.3173	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001
T4	0.04768	-0.46222	-0.23406	-0.58018	-0.43609	0.50530	0.36749	0.35662	1.00000	0.48509
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.4807	<.0001	0.0005	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001
T5	-0.24445	-0.84207	-0.19544	-0.57343	-0.74999	0.49475	0.52870	0.41307	0.48509	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0002	<.0001	0.0035	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	

Correlation Analysis for Job Stress and Turnover

The CORR Procedure

11 Variables:	JS1	JS2	JS3	JS4	JS5	JS6	T1	T2	T3	T4	T5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JS1	221	2.57466	1.50154	569.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS2	221	2.71946	1.44381	601.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS3	221	2.72851	1.37793	603.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS4	221	2.84163	1.48853	628.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS5	221	2.75113	1.41632	608.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS6	221	1.96380	1.03069	434.00000	1.00000	4.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	221	2.50679	1.44165	554.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	221	2.65158	1.43681	586.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	221	2.97738	1.41242	658.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	221	2.79638	1.37152	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	221	2.79638	1.32431	618.00000	1.00000	5.00000	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.907865
Standardized	0.904718

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
JS1	0.742298	0.894428	0.736800	0.891048	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS2	0.777892	0.892496	0.776192	0.888827	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS3	0.714351	0.896245	0.712089	0.892431	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS4	0.703343	0.896718	0.699297	0.893143	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS5	0.627954	0.900889	0.626641	0.897148	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
JS6	0.290528	0.914683	0.290885	0.914751	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T1	0.682538	0.897901	0.680971	0.894160	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T2	0.571710	0.903995	0.573840	0.900014	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T3	0.652276	0.899565	0.654218	0.895636	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T4	0.673634	0.898435	0.668595	0.894844	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data
T5	0.695724	0.897385	0.691041	0.893602	1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data

Pearson Correlation Coefficients, N = 221
Prob > |r| under H0: Rho=0

	JS1	JS2	JS3	JS4	JS5	JS6	T1	T2	T3	T4	T5
JS1	1.00000	0.56113	0.60081	0.54322	0.53777	0.18091	0.81816	0.42401	0.56126	0.49189	0.51628
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data		<.0001	<.0001	<.0001	<.0001	0.0070	<.0001	<.0001	<.0001	<.0001	<.0001
JS2	0.56113	1.00000	0.67667	0.59258	0.44806	0.25889	0.55341	0.68889	0.58309	0.56783	0.55717
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
JS3	0.60081	0.67667	1.00000	0.46206	0.43337	0.24269	0.51348	0.48695	0.74186	0.42279	0.49515
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001		<.0001	<.0001	0.0003	<.0001	<.0001	<.0001	<.0001	<.0001
JS4	0.54322	0.59258	0.46206	1.00000	0.54826	0.12957	0.52899	0.34601	0.42636	0.82574	0.59000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001		<.0001	0.0544	<.0001	<.0001	<.0001	<.0001	<.0001
JS5	0.53777	0.44806	0.43337	0.54826	1.00000	0.15883	0.37371	0.28554	0.47661	0.56581	0.68776
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001		0.0181	<.0001	<.0001	<.0001	<.0001	<.0001
JS6	0.18091	0.25889	0.24269	0.12957	0.15883	1.00000	0.29384	0.24313	0.30543	0.20377	0.17107
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	0.0070	<.0001	0.0003	0.0544	0.0181		<.0001	0.0003	<.0001	0.0023	0.0108
T1	0.81816	0.55341	0.51348	0.52899	0.37371	0.29384	1.00000	0.37529	0.41640	0.50530	0.49475
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001
T2	0.42401	0.68889	0.48695	0.34601	0.28554	0.24313	0.37529	1.00000	0.41718	0.36749	0.52870
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	0.0003	<.0001		<.0001	<.0001	<.0001
T3	0.56126	0.58309	0.74186	0.42636	0.47661	0.30543	0.41640	0.41718	1.00000	0.35662	0.41307
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001	<.0001
T4	0.49189	0.56783	0.42279	0.82574	0.56581	0.20377	0.50530	0.36749	0.35662	1.00000	0.48509
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	0.0023	<.0001	<.0001	<.0001		<.0001
T5	0.51628	0.55717	0.49515	0.59000	0.68776	0.17107	0.49475	0.52870	0.41307	0.48509	1.00000
1=SD, 2=D, 3=N, 4=A, 5=SA, 99=missing data	<.0001	<.0001	<.0001	<.0001	<.0001	0.0108	<.0001	<.0001	<.0001	<.0001	

Multiple Regression Analysis

Linear Regression Results

The REG Procedure

Model: Linear_Regression_Model

Dependent Variable: T

Number of Observations Read	221
Number of Observations Used	221

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	5	206.21714	41.24343	303.56	<.0001
Error	215	29.21127	0.13587		
Corrected Total	220	235.42842			

Root MSE	0.36860	R-Square	0.8759
Dependent Mean	2.74570	Adj R-Sq	0.8730
Coeff Var	13.42464		

Parameter Estimates

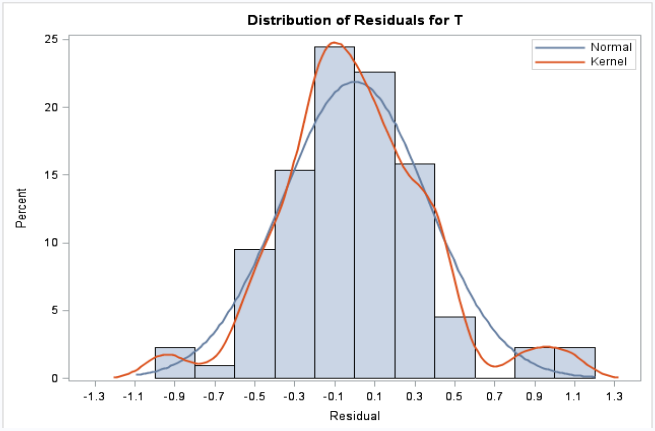
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	1	2.01080	0.36159	5.56	<.0001
EE	1	-0.22359	0.07388	-3.03	0.0028
WE	1	0.08948	0.08363	1.07	0.2859
R	1	0.07765	0.09954	0.78	0.4362
SS	1	-0.28050	0.06191	-4.53	<.0001
JS	1	0.71913	0.05372	13.39	<.0001

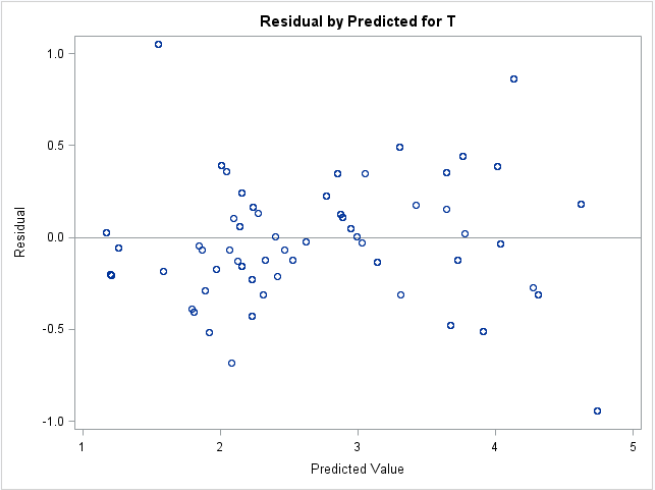
Linear Regression Results

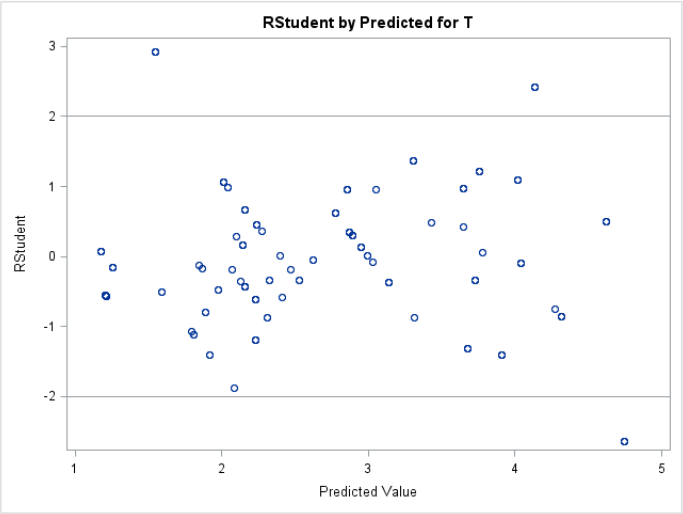
The REG Procedure

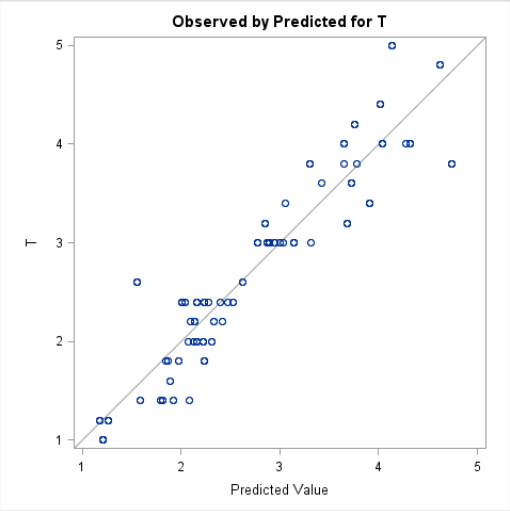
Model: Linear_Regression_Model

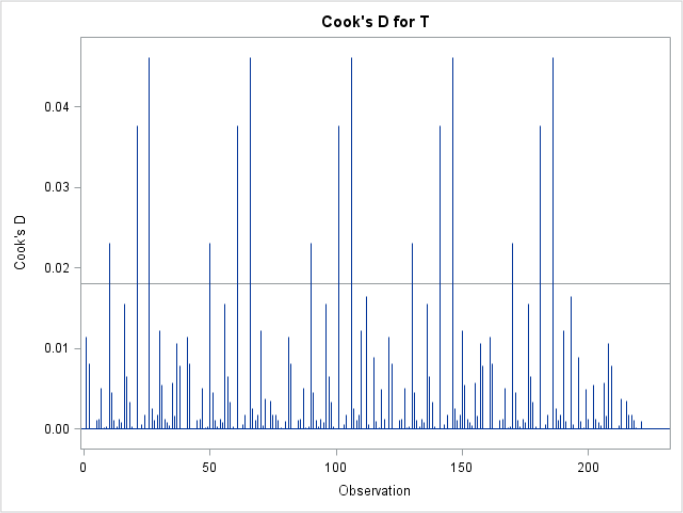
Dependent Variable: T

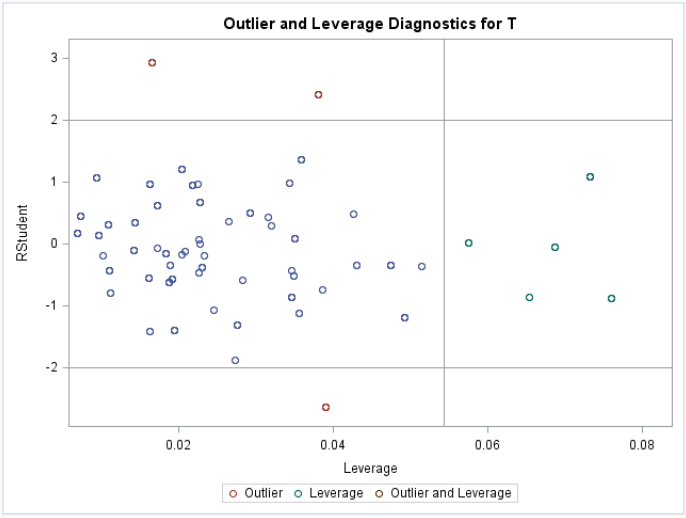


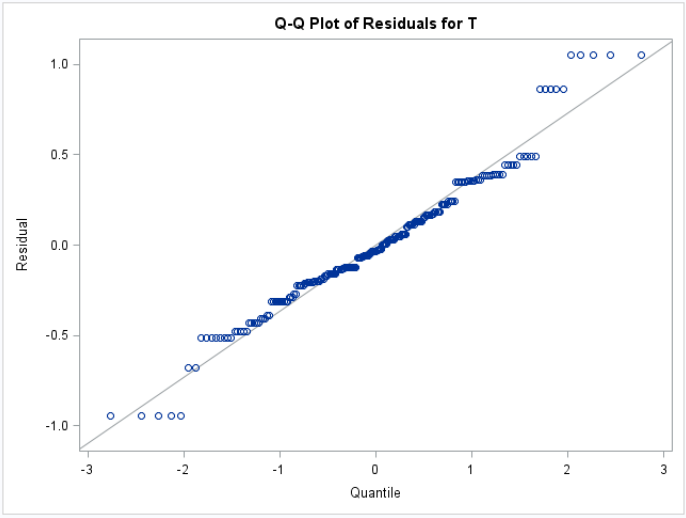


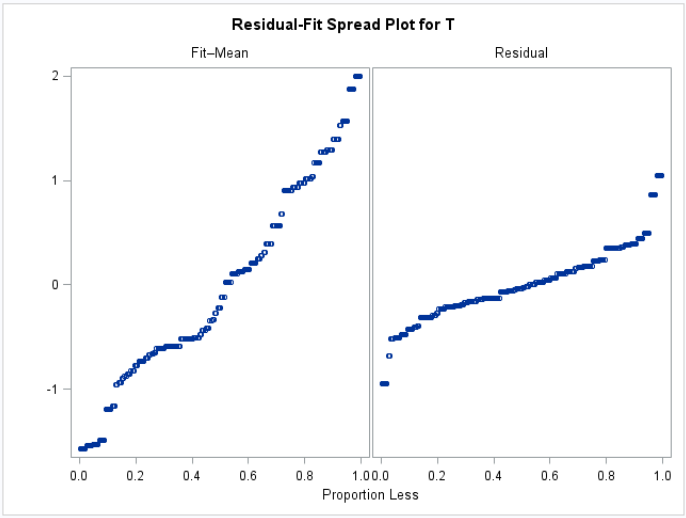

RStudent by Predicted for T
RStudent
Predicted Value
3
2
1
0
-1
-2
1
2
3
4
5

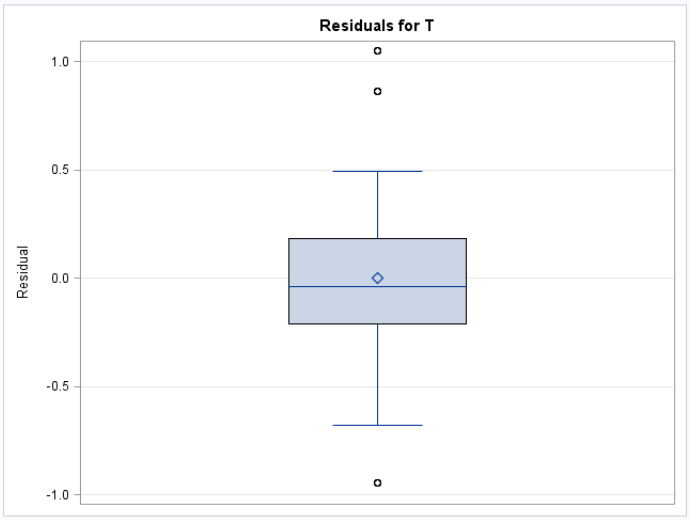

Observed by Predicted for T
T
Predicted Value
5
4
3
2
1
1
2
3
4
5

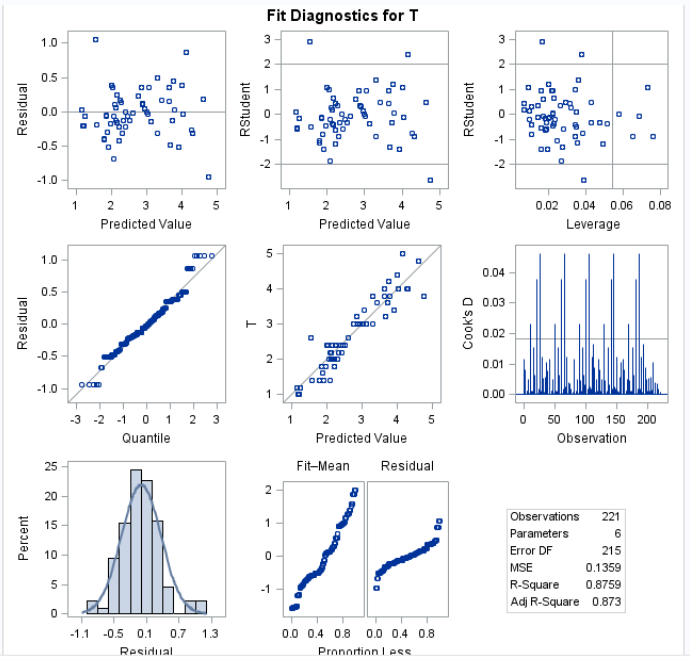

Cook's D for T
Cook's D
Observation
0.04
0.03
0.02
0.01
0.00
0
50
100
150
200

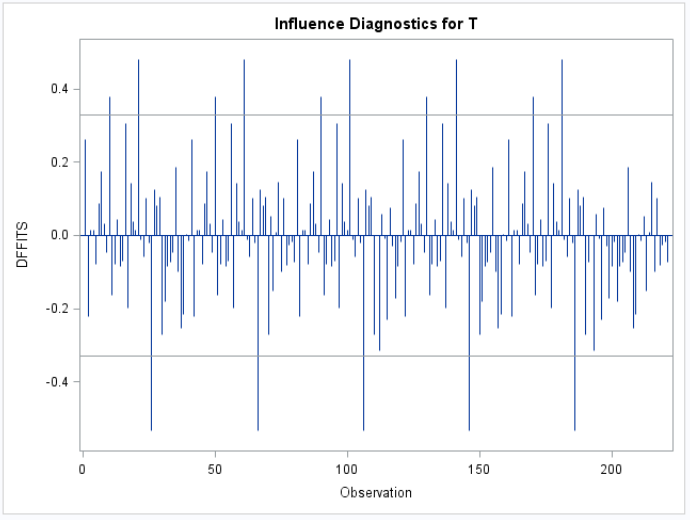

Outlier and Leverage Diagnostics for T
RStudent
Leverage
Outlier
Leverage
Outlier and Leverage

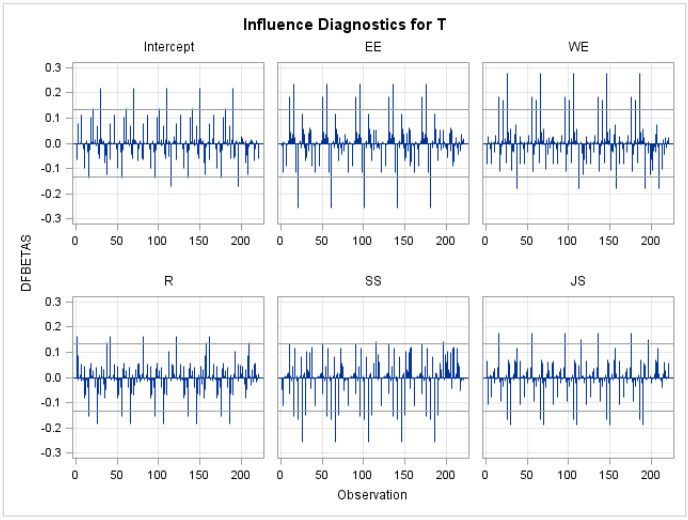

Q-Q Plot of Residuals for T
Residual
Quantile

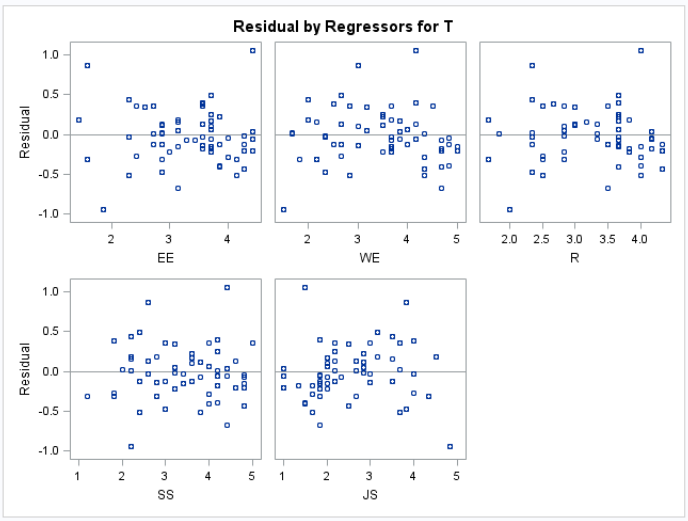

Residual-Fit Spread Plot for T
Fit–Mean
Residual
Proportion Less


Residuals for T
Residual
1.0
0.5
0.0
-0.5
-1.0


Fit Diagnostics for T
Residual
Predicted Value
RStudent
Predicted Value
RStudent
Leverage
Residual
Quantile
T
Predicted Value
Cook's D
Observation
Percent
Residual
Fit–Mean
Residual
Proportion Less
Observations 221
Parameters 6
Error DF 215
MSE 0.1359
R-Square 0.8759
Adj R-Square 0.873


Influence Diagnostics for T
DFFITS
Observation


Influence Diagnostics for T
Intercept
EE
WE
R
SS
JS
DFBETAS
Observation


Residual by Regressors for T
Residual
EE
WE
R
SS
JS