CHAPTER 1   RESEARCH OVERVIEW

1.0   Introduction

This chapter provides an overview of the study context – academic industry; and eight (8) sub chapters which involve the research background, problems statement, research objectives and research questions, hypotheses of the study, significance of the study, chapter layout and conclusion. In this case, we will adopt and modify the framework of the previous studies in order to test it under the Malaysia context.

1.1   Research Background

Private universities are universities not operated by governments, although many receive tax breaks, public student loans, and grants. Depending on their location, private universities may be subject to government regulation. This is in contrast to public universities and national universities. Some universities are non-profit and some are for profit.

Malaysia University Portal had show that Malaysia has 47 of private universities and university colleges. University Tunku Abdul Rahman locates at Perak and Kuala Lumpur. It is a private university. Every year there are thousands of fresh graduate enrol to the university. In the meanwhile, more and more human capital needed in order to provide the best education and knowledge to our next generation. UTAR also emphasize on the publication of research paper. Therefore UTAR has high requirement to the academic and non-academic staffs.

1.2   Problem Statement

According to Utusan Malaysia written on 12 November 2014, foreigners are overflow the Malaysia workforce and it may bring the negative impact to the Malaysia economic. The authorisation about the financial control may fall into the hand of the foreigners in the future. (http://www.mohr.gov.my/index.php/en/news-cutting/1053-kebanjiran-pekerja-asing-di-malaysia-sangat-serius)

Datuk Seri Richard Riot Jaem gives advice to the Malaysian not too choosy to the job and reminds the employer paid the local staffs with fair and justice. Other than that, he mentioned that the education level of the global nowadays is increasing. He urged the youngsters better to pursue diploma in order maintain the competitive in the market.

1.3   Research Objectives

Based on the above mentioned problem statement, the objective s of this research stated are the specific goals which can be achieved as below:

1.3.1 General Objectives

The main objective is to determine the relationship between human resource practices on employee's turnover tendency and job satisfaction.

1.3.2 Specific Objectives

The specific objectives are originated from the above stated general objective. The specific objectives are as below:

1. To examine whether private universities in Malaysia adopt proper human resource management strategies that reduce the probability of employee's turnover tendency and hence increase customer satisfaction.

2. To contribute to a more comprehensive understanding of variables that has a noticeable effect on the HRM strategies and employee's turnover tendency of private universities in Malaysia.

3. To determine how a lack of job satisfaction on the HRM strategies of the private universities in Malaysia.

1.4 Research Questions

1) Do management practices bring impact to the employees' satisfaction of private universities in Malaysia?

2) Do wage management bring impact to the employees' satisfaction of private universities in Malaysia?

3) Do education and development bring impact to the employees' satisfaction of private universities in Malaysia?

4) Do performance management bring impact to the employees' satisfaction of private universities in Malaysia?

5) Do career management bring impact to the employees' satisfaction of private universities in Malaysia?

6) Do management practices bring impact to the employees' turnover tendency of private universities in Malaysia?

7) Do wage management bring impact to the employees' turnover tendency of private universities in Malaysia?

8) Do education and development bring impact to the employees' turnover tendency of private universities in Malaysia?

9) Do performance management bring impact to the employees' turnover tendency of private universities in Malaysia?

10) Do career management bring impact to the employees' turnover tendency of private universities in Malaysia?

1.5 Hypotheses of the Study

H1: Management practices have a significant impact on the employees' satisfaction of private universities in Malaysia.

H2: Wage management has a significant impact on the employees' satisfaction of private universities in Malaysia.

H3: Education and development have a significant impact on the employees' satisfaction of private universities in Malaysia.

H4: Performance management has a significant impact on the employees' satisfaction of private universities in Malaysia.

H5: Career management has a significant impact on the employees' satisfaction of private universities in Malaysia.

H6: Management practices have a significant impact on the employees' turnover tendency of private universities in Malaysia.

H7: Wage management has a significant impact on the employees' turnover tendency of private universities in Malaysia.

H8: Education and development have a significant impact on the employees' turnover tendency of private universities in Malaysia.

H9: Performance management has a significant impact on the employees' turnover tendency of private universities in Malaysia.

H10: Career management has a significant impact on the employees' turnover tendency of private universities in Malaysia.

1.6   Significance of the Study

Gathering of this data will lead to a better understanding of the influencing level of the attributes on turnover tendency The results of this study will not only contribute to the awareness of the relationship between the variables but it will also direct managers in areas for quality improvement to increase employees' satisfaction.

This research project will give a clearer view of management practices, wage management, education and development, performance management, and career management. Therefore, it allows private universities to find out what are the advantages of using Human resource management strategy where it can reduce the turnover rate of every faculty and department.

1.7   Chapter Layout

Chapter 1

This chapter is the introductory which provides an overview of the study context and explanations of the research problems. It cover introduction, the research objectives which consists of the general objective and specific objectives, research questions, hypotheses and significance of the study to the development of management theory and practice.

Chapter 2

This chapter divided into five parts including literature review, relevant theoretical models review, proposed theoretical framework, hypotheses development and conclusion of chapter 2.

Chapter 3

This chapter is the description of the research methodology. Thus, it describes how the research is carried out in terms of research design, data collection methods, sampling design, operational definitions of constructs, measurement scales, and finally, the methods of data analysis.

Chapter 4

This chapter is the description of data analysis. It will present the result of the research after analyzed through descriptive analyses, scale measurement and inferential analysis.

Chapter 5

This chapter involves discussions, conclusion and implications of this study. This chapter attempts to provide a summary of statistical analyses, discuss the limitations of the study as well as provide recommendations for future research and overall conclusion of the entire research objective set.

1.8   Conclusion

This chapter drafts about different human resource practices attributes that will influence the turnover tendency of academic staff in private university and the relationship between those attributes. In this chapter, there will outline of each chapter of this research reported as a whole and include the research's problem statement, research objectives, research questions, hypotheses, and the importance and contribution of the study

CHAPTER 2   LITERARURE REVIEW

2.0   Introduction

Chapter two focused on explaining the related framework and the relevant variables in the proposed model. This chapter divided into five parts, the first part will be the review of literature, then the review of relevant theoretical models, proposed theoretical framework, hypotheses development and end with the conclusion.

2.1   Review of the Literature

Literature review is the study related to the area of this research topic would be presented. First of all, dependent and the independent variables would be defined in this chapter. Next, an adopted and modified framework graphically summarized the stated hypotheses are incorporated as well.

2.1.1 Turnover Tendency

According to Robbins & Judge (2007) (as cited in Zopiatis, Constanti & Theocharous, 2014), labor turnover has been defined as ".the voluntary and involuntary permanent withdrawal from an organization. Lingard (2003) suggests that it is very difficult to measure actual turnover behavior, but concludes that intention to turnover is a good and reliable predictor of actual turnover behavior. Many researchers (e.g. Iverson & Deery, 1997; Jang & George, 2012) agree with intention to quit is the immediate precursor of actual withdrawal behavior, while Steel and Ovalie (1984), and Yang, Wan, and Fu (2012) suggest that in order to predict whether

employee will leave an organization it is necessary to identify their commitment to stay (as cited in Zopiatis, Constanti & Theocharous, 2014).

According to Price (2001) (as cited in Jou, Kuo,& Tang, 2013), turnover is an important indicator of both negative influences on organizational effectiveness and the ability of organizations to meet their goals. Previous researchers (e.g., Mobley et al., 1978; Valentine et al., 2010) have emphasized the connection between job satisfaction and turnover. Thatcher et al. (2003) added more dimensions to the relationship between job satisfaction and turnover, including the interactions among job satisfaction, employee retention, the desire to quit experienced by the employee and opportunities or ease of quitting. Sousa and Hennberger (2004) further emphasized the connection between the turnover tendency and the opportunity to quit. Although more comprehensive models have been presented in the literature, Valentine et al. (2010) persisted in predicting that job satisfaction is the most effective predictor of turnover tendency. Price (1977) postulated that turnover was best predicted by job dissatisfaction and the opportunity to leave. From the above studies, it may be further suggested that the appropriateness of marketing strategies would be reflected positively in the sales growth of the firm and be measured in term of return on investment, return on sales, sales revenue, and sales of new products (as cited in Jou, Kuo,& Tang, 2013).

2.1.2   Human resource practices

According to Dessler in 2007, the human resources management refers to the integrity of principles and applications regarding the responsibilities about the 'human resources' of top management like human resources planning, job analysis, recruitment process, selection, orientation, charging,

work evaluation, labor force training and industrial relations (as cited in Pasaoglu & Tonus,2014).. Human resources consist of principles, practices and systems that affect the behaviors, attitudes and performances of the employees (Noe, Hollenbeck, Gerhart, and Wright, 2007). To be included in the present study, practices accepted in multiple institutions like human resource practices, the recruitment and selection process, workforce education, work evaluation, charging and industrial relations have been chosen (Yeganeh and Su, 2008) (as cited in Pasaoglu & Tonus,2014).

2.1.3 Job satisfaction

Job satisfaction and dissatisfaction were driven by interactions among demand, motivation and perception of the overall workplace environment and it is very subjective personally perception with different job constructs (Bussing et al.,1999; Kalleberg, 1977). According to this perspective, Porter and Lawler (1968) further elaborate that job satisfaction was determined by discrepancy between what an individual wants in a job and what tasks she/he must perform as part of the job. The higher that the discrepancy was between preferred job tasks and actual job tasks, the less the employee experienced job satisfaction. Job satisfaction could then be divided into four subordinate areas: intrinsic satisfaction (related to job itself), extrinsic satisfaction (interpersonal relationships), and general satisfaction (the general evaluation including internal or external issues) and frame of reference (based on past experience or knowledge). Many questionnaires have been developed to measure job satisfaction. The most common method for collecting data regarding job satisfaction is the Job Descriptive Index (JDI) created by Smith et al. (1969). The JDI measures satisfaction in five domains: pay, promotions and promotion opportunities, coworkers, supervision and the work itself. Other job satisfaction questionnaires include the Minnesota Satisfaction Questionnaire (MSQ)

and the Job Satisfaction Survey (JSS). Created by Weiss et al. (1967), the MSQ measures overall job satisfaction in 20 facets. Dunham et al. (1977) found that other variables (e.g., gender and job category) did not affect the predictability of the MSQ model. The utility of the MSQ model was supported by the following researchers: Bowling and Hammond, 2008; Karsli and Iskender, 2009; and Yang and Chang, 2008. As this study hopes to understand the discrepancy between what the academic/ non-academic staffs wants in a job and what tasks they must perform as part of the job. The current study adopts Porter and Lawler’s definition (1968) of job satisfaction as a subjective response experienced by the employee (as cited in Jou, Kuo,& Tang, 2013).

2.1.4 Human Resource Practices and Job Satisfaction

The human resource practices and the job satisfaction have been investigated in a wide range of different places in the world. There is a belief that effective and productive practices provide a better job satisfaction and eventually increase the inner (Appelbaum, Bailey, Berg and Kalleberg, 2000). Steijn (2004) has found that the human resource practices have a positive effect on job satisfaction in Holland public sector; and in addition to this, the personal characteristics like age, gender and education have important effects on job satisfaction. Nolan et al. (1998) found that the increase in work load is a serious problem and concluded that the decrease in the traditional power of nurses and the increase in their problems have a negative effect on employee job satisfaction and morale. However Pınar and Arıkan 1998 give a different perspective that a significant difference has been found between the education level and job satisfaction. In their study, Aslan and Akbayrak (2002) indicated that as the education level increases, the job satisfaction increases as well. In their study, Köse et al. (2007) have found a significant difference between the

ages of health employees and their job satisfactions. Furthermore, in a study conducted by Çimen and Şahin (2000), it has been expressed that the job satisfaction level increases in parallel with the increasing age. Furthermore, in a study conducted by Aslan, Akbayrak (2002), it was indicated that as the experience of nurses' increases per year, they seem to have more satisfaction. It has been indicated that as the working period increases, the job satisfaction level also increases, and the job satisfaction is at the lowest level in the employees with 1-5 year experience (Yılmaz et al, 2008). In a study conducted by Esatoglu (2005), it was found that according to working style, nurses who work continuously daytime have a high level of job satisfaction, and nurses who have shift (both daytime and nighttime) from time to time have a low level of job satisfaction (as cited in Pasaoglu & Tonus,2014).

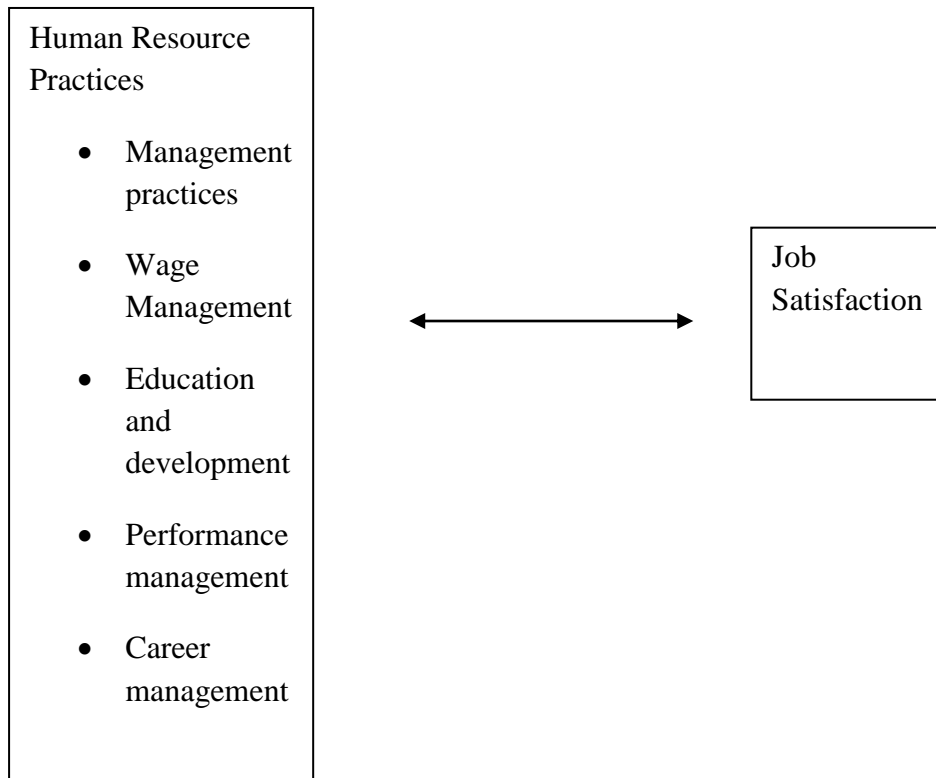## 2.1.4 Job Satisfaction and Turnover Tendency

In their seminar work investigating job satisfaction and turnover intention, Ghiselli, La Lopa, and Bai (2001) suggest that the majority of those indicating an intent to leave the organization, are more likely to leave the industry altogether. Their insightful analysis and subsequent conclusions are unequivocal, informing us that employees are influenced more by intrinsic satisfaction in the shortterm. The implication being that if intrinsic needs continue to be unmet, extrinsic satisfaction will then influence long-term turnover intentions. Others have echoed similar conclusions (Karatepe, Uludag, Menevis, Hadzimehmedagic, & Baddar, 2006), with Poe (2003) arguing that organizations focusing on the intrinsic aspects of job satisfaction are more likely to minimize hotel employee attrition and turnover. In other words intrinsic and extrinsic factors of job satisfaction are both significant determinants of intention to leave, suggesting that organizations are failing to retain their employees by not

providing them with adequate authority, responsibility, job security and variety (as cited in Zopiatis, Constanti & Theocharous, 2014).

Investigating job satisfaction and turnover intention, Karatepeet al. (2006) found a negative association between the two constructs, while in their study of head chefs of casino hotels, the past researchers investigated the extrinsic and intrinsic factors of job satisfaction. Furthermore, the aforementioned scholars found that the nature of the work was a major contributor to the chefs' job satisfaction, while recognition was a source of low satisfaction, and elements such as paid vacations, salary and sick leave were sources of dissatisfaction. Others have suggested that these extrinsic factors have driven employees to seek alternative employment (Kosmoski, 1997) (as cited in Zopiatis, Constanti & Theocharous, 2014).

2.2 Review of Relevant Theoretical Models

Figure 2.1: Relevant Theoretical Framework I

Human Resource
Practices

- Management
  practices

- Wage
  Management

- Education
  and
  development

- Performance
  management

- Career
 management

Job
Satisfaction

The descriptive research model was used in this research. Primarily the
relationship between human resource practices taking place within the scale and
the job satisfaction level is examined, afterwards, in terms of the literature study,
the relationship between the practices of Wage Management, the Career
Management, the Education and Development and Performance Management
which are supposed to have the highest level of association with the job
satisfaction and the level of heartfelt commitment to work is investigated in this
study. In the research model designed to this end, the "job satisfaction" has been
set as the dependent variable while the "human resource management practices"
has been set as the independent variable.

There are four variables that can be classified as independent variables and they are Wage Management, the Career Management, the Education and Development and Performance Management.

The result of the validity analysis shows that the appropriateness of human resource practices would be reflected positively in the employees' turnover tendency.

Figure 2.2: Relevant Theoretical Framework II
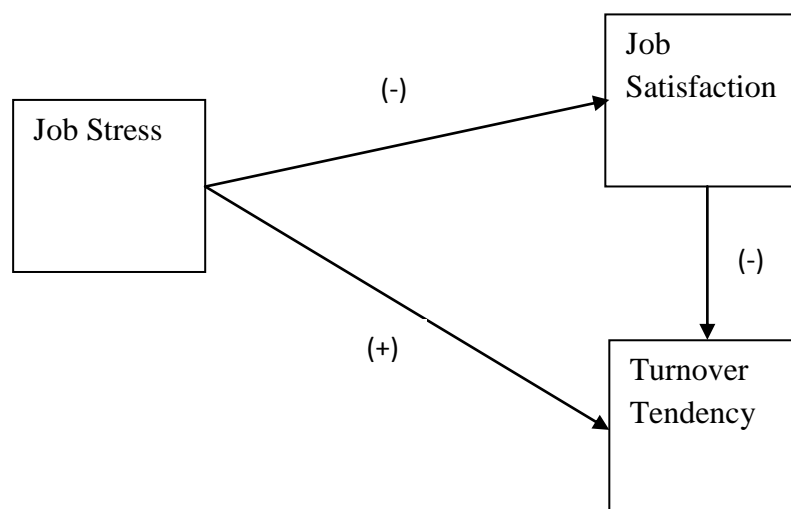
Source: Jou, Kuo, and Tang (2013). A study of job stress and turnover tendency among air traffic controllers: The mediating effects of job satisfaction. *Transportation research part E 57*: 95-104.

The model is developed by Jou, Kuo, and Tang (2013). The objective of the study is to examine the relationship between job stress and turnover tendency while job satisfaction play as mediating role.

2.3 Proposed Theoretical/ Conceptual Framework

Figure 2.3: Proposed Theoretical Framework
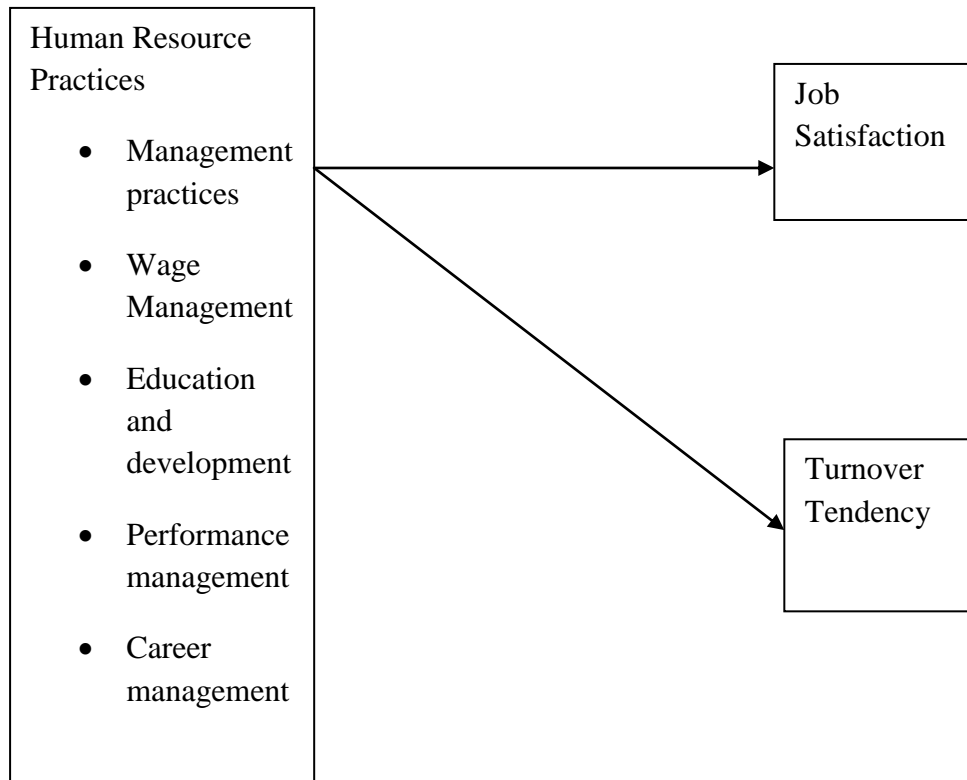
Source: Developed for the research

The proposed theoretical or conceptual framework above is adopted mainly from Jou, Kuo, and Tang's research and has been modified with the purpose to examine the relationships between human resource practices, turnover intention, and job satisfaction. It is supported by Pasaoglu and Tonus (2014) that human resource practices are look into five dimensions: Management Practices, Wage Management, Education and Development, Performance Management, and Career Management.

In this conceptual framework, there are seven variables, i.e. Management Practices, Wage Management, Education and Development, Performance Management, Career Management, job satisfaction and turnover tendency. Among all these seven variables, job satisfaction and turnover tendency are the dependent variables.

Ten hypotheses have been generated by connect the relationship of independent variables and dependent variables.

2.4   Conclusion

The study helps researchers to learn the definition of the variables from other researchers. Understanding how the variables affect each other based on the prior research done by researcher Jou, Kuo, and Tang (2013), these hypotheses are created through the supporting material from other previous researches.

CHAPTER 3   METHODOLOGY

3.0 Introduction

The research methodology is a systematic approach that is used for the collection and analysis of data. This chapter aims to provide assurance that appropriate research procedures are followed. The research is carried out in term of research design, data collection method, sampling design, research instrument, construct measurement, data processing, and method of data analysis.

3.1 Research Design

A research design is a framework or detailed blueprint for human resource practices (Singh, 2004).It specifies the details of the procedures necessary for obtaining the information needed to structure and to measure effectiveness of human resources practices. It involves the intersection of philosophical assumption, strategies of its inquiry, and specific methods.

3.1.1 Descriptive Research

A descriptive research has been conducted for this research to gain information relevant to the current status of phenomena with respect to the variables or condition in situation. Descriptive research is a type of conclusive research that has its major objective the description of something- usually market characteristic of function (Malhotra and Peterson, 2006). Descriptive research focuses on issues such as who, what, where, when, and how elements of target population.

3.1.2 Quantitative Research

Quantitative research was implemented to generalize the results from the large number of samples to the population of interest to meet the research objectives of this study. Quantitative research is used because the survey is conducted based on the characteristics of the respondents. The data will be collected in the structured form and data is analyzed in the statistical form. The purpose of applying quantitative research in this study is to examine what extent human resource practices influence the turnover tendency of private universities in Malaysia.

3.2 Data Collection Methods

According to Sekaran (2003), data collection method is the integral part of research design. There are two types of data which the data can be collected by researchers for the purpose of testing hypotheses and describing the research questions. There are primary data and secondary data.

3.2.1 Primary Data

According to Malhotra (2002), primary data refers to the information developed or gathered by researchers specifically for research project at hand and obtained by using survey and observation method. A total of 200 questionnaires were distributed on 2th November 2014 and were collected back on 10th November 2014. Each questionnaire requires respondents to spend 10-15 minutes to complete. Person-administered survey is more reliable and simple method used to collect primary data. By using fixed response questions, it can reduce variability in the result that may be differences in interviewers, and enhances reliability of the responses.

3.2.2 Secondary Data

Secondary data are data gathered and recorded by someone else prior to the current needs of the researchers (Zikmund, 2003). For this research, majority of the secondary data used were accessed from online academic's database such as EMERALD, PRO-QUEST, EBSCOHOST, and SCIENCE DIRECT. Besides, researcher also gather data from newspapers, reference books that provided in the UTAR library. The secondary data will be used as supporting material for this research project.

3.3 Sampling Design

Sampling means selecting a sample from a population that must be representative of the population from where it is drawn. It is a theoretical basis and the practical means by which data are collected so that the characteristics of the population can be inferred with known estimates of error.

3.3.1 Target Population

Target population is defined as a collection of element or objective that process the information sought by the researcher and about which inferences are to be made (Malhotra, 2007). In this research project, the target population is male and female who working at the private universities.

3.3.2 Sampling Location

The sampling location of this study would be the private universities that locate at each Perak and Penang state. These areas are selected because I study on importance of human resource practices on turnover tendency of private universities in Malaysia. Therefore, it is a necessary for the research to reach to the representative number of target population in Malaysia thus increase the accuracy of data obtained from the questionnaire.

3.3.3 Sampling Elements

The sampling elements for this research project are those people who currently involved and are working with the private universities. The age range is chosen from age 18 and above, and the respondents of this survey include of academic and non-academic staffs in private universities.

3.3.4 Sampling Technique

Sampling technique may be broadly classified as non-probability and probability. Non-probability sampling technique relies on the personal judgment of the researcher rather than chance to select sample element. And for probability sampling, sampling units are selected by chance (Malhotra, 2007).

Convenience sampling of non-probability sampling technique is applied for this study where the selection of sampling element is based on the convenience of the researcher. Researcher meets and selects the potential respondents who are willing to participate in the research because they

happen to be in the right place at the right time. This sampling method is adopted due to it is cost efficient, less time consuming and easy to administer. It is used when researcher unable to reach wider population due to the time and cost constraints. Thus, the researcher choose to distribute the questionnaire through email to friends in UTAR, Quest University, USM in Penang.

Besides, snow ball sampling technique was also used in this research. Snow ball sampling is a non-probability sampling technique in which an initial group of respondents is selected randomly. Subsequent respondents were selected based on the referrals or information provided by initial respondents (Malhotra, 2007). This process may be carried out in way by obtaining referrals from referrals. By using this technique, questionnaire can easily reach to targeted respondents that are located at different states in east and west Malaysia.

3.3.5 Sampling Size

Sampling size refers to the number of element to be included in the study (Malhotra, 2007) or in other word means the number of sample units to be included in the sample for study. A sample size of 200 was used for this research project.

3.4 Research Instruments

The research instrument is a method to collect data. In this research project, self-administered questionnaire method is chosen as the research instrument.

3.4.1 Purpose of using questionnaire

The purpose of using questionnaire is to reach out to a large number of respondents and increase the speed and tendency of data collection. The objective of using questionnaire is to translate the researcher's information needs into a set of specific questions that respondents are willing and able to answer. The data can be collected directly from the respondents and it is an efficient and convenient ways to collect data needed for the research.

3.4.2 Questionnaire Design

The questionnaire consisted of three sections and twenty six questions. Section A consisted of three questions where required the respondents to provide a series of the general information about the private university. This section helped in identifying the eligible respondents needed in survey. Section B consisted of eighteen questions which were divided into seven categories- five independent variables (management practices, wage management, education and development, performance management, and career management) and two dependent variable (job satisfaction and turnover tendency). Each variable consisted of two or three questions. Section C is a demographic profile which consisted of the respondent's demographic data. It has five questions in this section which was gender, age, race, education level, and living state.

3.4.3 Pilot test

Pilot test is defined as a study where data collection method is informal and findings may lack precision due to rigorous relaxed standard (Malhotra, 2002). In that sense, the researcher needs to distribute to relatively small amount of respondents in order to test the questionnaire. Adequate pilot test was carried out to check the validity and correctness of questionnaires; a total of 30 pilot test samples were distributed from 24th till 30th October 2014 to a number of respondents in Kampar areas which were staffs in University Tunku Abdul Rahman.

Most of the respondents feel that the questions are short enough and the words are simple to understand. Therefore, it is not necessary to make amendments to the questionnaire before being distributed to the target respondents.

Table 3.1: Result of Reliability Test for Pilot Test

No	Construct Measure	Cronbach's Alpha
1	Management Practices	0.904
2	Wage Management	0.867
3	Education and Development	0.785
4	Performance Management	0.879
5	Career Management	0.893
6	Job Satisfaction	0.840
7	Turnover Tendency	0.897

Source: Develop for the research

3.4.4 Data Collection Methods

The primary data in the current research is collected by using a self-administered survey method. Computer-delivery self-administered questionnaire or named computer-assisted self-interview and intercept survey were applied for questionnaire distribution in this research project. Computer-delivery self-administered is the method uses organizational intranets, the internet, or online services to reach out the target respondents, while intercept survey means using a traditional paper-and-pen for questionnaire distribution (Cooper & Schindler, 2008).

According to Hair, Bush, and Ortinau (2004), self-administered survey method is relatively inexpensive and less time consume compare to other methods. Besides, it also helps to accommodate large sample size to create generalized results and ease of administering and recording questions and answers (Hair et al., 2004). Because of "low cost per survey and less interview bias", self-administered survey method was chosen for this research project (Hair et al., 2004).

3.5 Construct Measurement

3.5.1 Scale Definition

There are four basis types of measurement scales: nominal, ordinal, interval, and ratio scales (Cavana, Delayahe, & Sekaran, 2001). There are three sections in this questionnaire which include Section A, B, and C. Nominal scale and ordinal scale are used for questions in Section A and Section C; whereas interval scale is used for questions in Section B.

The 5-point Likert Scale is used to measure variables in the current research. Named after its developer, Rensis Likert, the Likert scale is widely used rating scale that requires the respondents to indicate a degree of agreement or disagreement with each of a series of statement about the stimulus objects (Malhorta, 2002).

3.5.2 Origins of Construct

Table 3.2: Table of Construct

Construct	Sources
Management practices	• Pasaoglu & Tonus, 2014
Wage management	• Pasaoglu & Tonus, 2014
Education and development	• Pasaoglu & Tonus, 2014
Performance management	• Pasaoglu & Tonus, 2014
Career management	• Pasaoglu & Tonus, 2014
Job satisfaction	• Porter and Lawler ,1968 • Weiss et al.,1967
Turnover tendency	• Price ,1977 • Thatcher et al., 2003

Sources: Developed for the research.

3.5.3 Operational Definitions of Construct

Table 3.3: Measurement of Variables in the Study

VARIABLES	ITEM	MEASUREMENT
Management Practices	3	1. Design appropriate working environment 2. Appropriate equipment 3. Division of labor
Wage management	3	1. Reward 2. Motivation 3. Other benefits
Education and development	2	1. Adapt to new technologies 2. To improve their careers
Performance management	3	1. Be neutral in promotions 2. Promote according to competence 3. Promote according experiences
Career management	2	1. Equal opportunities 2. Accurately resignation procedures
Job satisfaction	3	1. I am satisfied with the salary 2. I am satisfied with the working environment and the working style. 3. I am satisfied because of the opportunity to promote, grow, and obtain bonus.
Turnover tendency	2	1. If there has an opportunity to transfer different units/departments of work, I will take this opportunity. 2. I will transfer to different units/departments of work because of my personal issues.

Source: Developed for the research

3.6 Data Processing

Data processing is a procedure that converts raw data contained in the questionnaire into a suitable data before the data can be used in statically analysis. It starts with questionnaire checking, followed by data editing, coding, transcribing and data cleaning.

3.6.1 Questionnaire Checking

Questionnaire checking involves checking for completeness and interview quality. The content of the questionnaire has been checked to measure the appropriateness with having pilot test and the reliability test will be conducted using the Statiscal Package for Social Sciences 21 (SPSS). The reason of having questionnaire checking is to ensure that the quality of the questionnaire is integral.

3.6.2 Data Editing

According to Maholtra and Peterson (2006), stated that the data editing is process of reviewing the questionnaires to increase level of accuracy and precision. It is conducted for checking mistake made by either the researchers or the respondents. Survey forms with poor responses such as double answers or incomplete answers are considered as missing value and it will be discarded.

3.6.3 Data Coding

Data coding mean assigning a numerical code to each possible responds to each questions. In Section A and Section C, answers are coded as '1','2', '3', '4', and '5'. Whereas in Section B, all answers are coded as '1' for 'Strongly Disagree', '2' for 'Disagree', '3' for 'Neutral', '4' for ' Agree', '5' for 'Strongly Agree'.

3.6.4 Data Transcribing

Data transcribing involved transferring the coded data from the questionnaires, coding sheets onto discs or magnetic tape into computers by keypunching, mark-sense forms, optical scanning or computerize sensory analysis (Malhotra & Peterson, 2006). The data must be re-checked to ensure there is no entry error.

3.6.5 Data Cleaning

According to Malhotra and Peterson (2006), data cleaning involved consistency checks and treatment of missing responses. The questionnaires were checked extensively. Consistency checks are closure to identify data that are inconsistent or out of range. Out of range data can be caused by respondent errors and it can be identified with the help of SPSS software. Missing values including the values of variables that are unknown due to ambiguous answer in question occurred in data cleaning process.

3.7 Data Analysis

Data analysis is to test the goodness of the data and the hypotheses developed for the research by using descriptive statistics, reliability test and others that are suitable for data analysis. Data collected are being processed to transform data into meaningful information. Results of data analysis are obtained from Statical Package for Social Science 21 (SPSS) which will be illustrated by using tables, graphs, as well as charts.

3.7.1 Descriptive Analysis

Descriptive analysis is used to indicate the basic features of the data in this study in which it presents a summary regarding the respondents. Researcher use frequency analysis to observe the response and present the number of each category of each question. Through descriptive analysis, researcher is able to describe and discover the characteristics of respondents. In Section A and Section C, frequency and percentage are used to present the nominal and ordinal data about respondents' general opinions and demographic profile.

In Section B which presents interval data, the central tendencies of each question are measured through mean, mode, median, and standard deviation. The value of mean, mode, and median have an influence on the skewness of distribution of the data collected.

3.7.2 Scale Measurement

3.7.2.1 Reliability Test

Reliability test provides a measurement of validity and reliability of the survey forms. It is used to examine the degree of error in order to obtain a more consistent result. Cronbach's Alpha is computed through reliability test whereby it is an index that indicates the internal reliability of each variable. It is considered as reliable if the Cronbach's Alpha is within 0.6 to 1.0. The closer cronbach's Alpha to 1.0, the better it is. If all the items in the research have a Cronbach's Alpha more than 0.8, this research is very stable and consistent. Table 3.4 shows the rules of thumb about Cronbach's Alpha coefficient size ranging from 0.6 to 0.9.

Table 3.4: Rules of Thumb about Cronbach's Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
Less than 0.60	Poor
0.60 to less than 0.70	Moderate
0.70 to less than 0.80	Good
0.80 to less than 0.90	Very Good
0.90	Excellent

** Alpha is more than 0.95 the item should be inspected to ensure that they are measure different aspects of the concept.

Source: Hair, J.F, Babin, B., Money, A.H., & Samouel, P. (2003). Essentials of Business Research methods (pp. 172). United States of America: John Wiley & Sons.

3.7.3 Inferential Analysis

Inferential analysis is an important element to test the hypotheses developed for the research. Inferential analysis is essential to draw a conclusion regarding a larger population from which it is drawn. SPSS version 21 is employed to conduct the following types of inferential analysis:

        I)   Pearson's Correlation Coefficient

       II) Multiple Regression Analysis

3.7.3.1 Pearson's Correlation Coefficient

Pearson's Correlation Coefficient indicates both the strength and the direction of the relationship between the variables. According to Zikmund (2003), the Pearson's Correlation Coefficient analysis is a statiscal measure of the co-variation and significant association between the variables. The coefficient result from this test has a range of possible value from -1 to 1. The number indicates the strength of the relationships while the sign (+ or -) indicates the directions (Coakers & Steed, 2007). Positive sign means there is positive association between dependent and independent variables. Besides that, it also provides assessments of the closeness of a relationship among pairs of variables. In this research, researchers have used Pearson's Correlation Coefficient to determine the relationship between the dependent variables and the independent variables.

3.7.3.2 Multiple Regression Analysis

Multiple linear regressions are used to test the significance of relationship between all independent variables and dependent variable. It reflects the degree of effect an independent variable is varied, while the other independent variables are held fixed. The multiple regression equation of this study is written as:

$Y = a + bX1 + cX2 + dX3 + e$

Y   = the value of the Dependent variable (Y),

a   = a constant; equals the value of Y

              when the value of X1=X2=X3=0

b, c, d   = the slope of the regression line

X1, X2, X3= the value of the each Independent variable (X)

E   = a random term associated with each observation.

3.8 Conclusion

Chapter three discusses the research design, data collection method, sampling design, research instruments, content measurement, data processing and method of data analysis. The next chapter will examine the data obtained through the survey to come out with the result of this research project.

CHAPTER 4: DATA ANALYSIS

4.0 Introduction

In this chapter, the results of descriptive analysis, scale measurement and inferential analysis are presented in table and pie charts. It is used to process the data into useful information.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

Table 4.1: Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20 yrs	33	16.5	16.5	16.5
	20-40yrs	78	39.0	39.0	55.5
	Above 40yrs	89	44.5	44.5	100.0
	Total	200	100.0	100.0	

Source: Developed for the research

Figure 4.1: Age
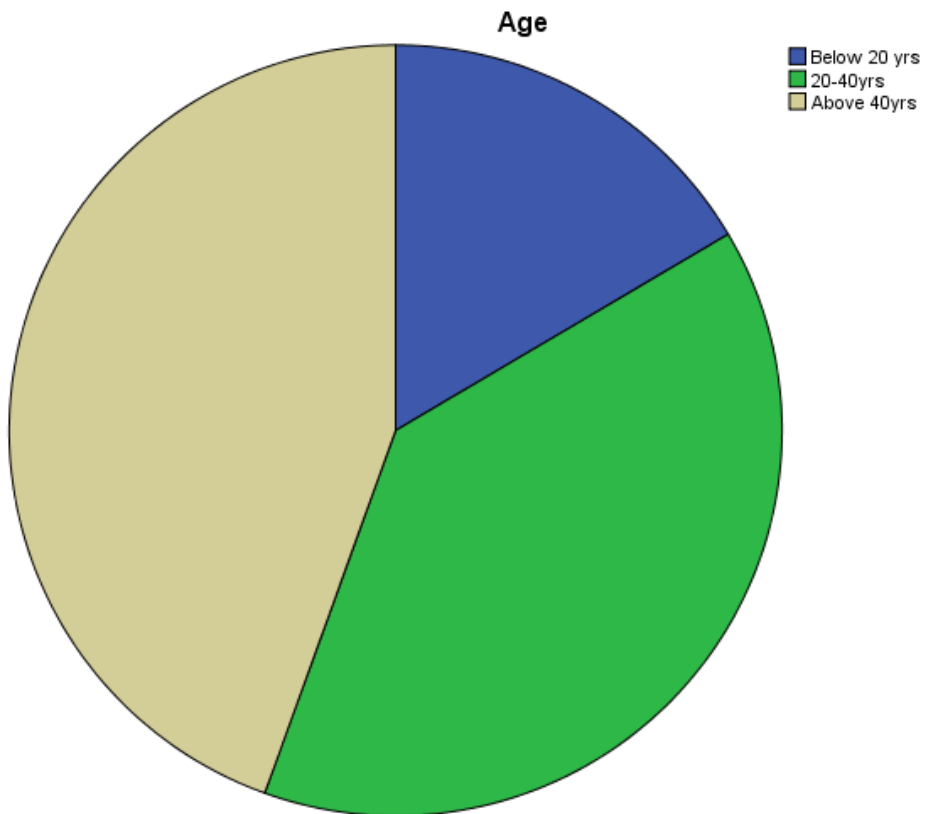
Source: Developed for the research

As refer to figure 4.1, it shows that the majority of respondents, 44.5% are consisted of 41 years old and above. Then it followed by 20-40 years old respondents which are consisted of 39% and lastly 16.5% for those who are below 20 years old.
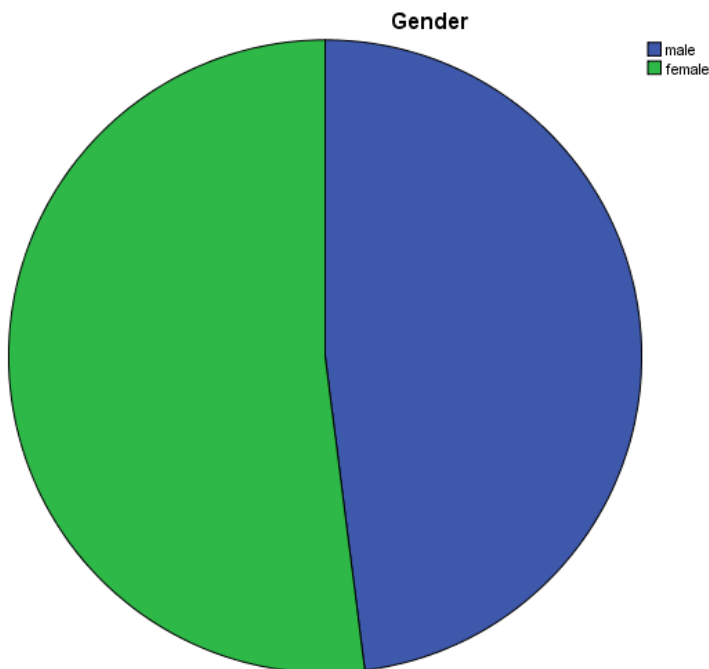
Table 4.2: Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	96	48.0	48.0	48.0
	female	104	52.0	52.0	100.0
	Total	200	100.0	100.0	

Source: Developed for the research

Figure 4.2: Gender

Source: Developed for the research

Refer to figure 4.2, it shows that the respondents are mainly consisted of male that
is 52% and the rest is female which is consisted of 48%.

Table 4.3: Race

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	132	66.0	66.0	66.0
	Malay	44	22.0	22.0	88.0
	India	24	12.0	12.0	100.0
	Total	200	100.0	100.0	

Source: Developed for the research

Figure 4.3: Race
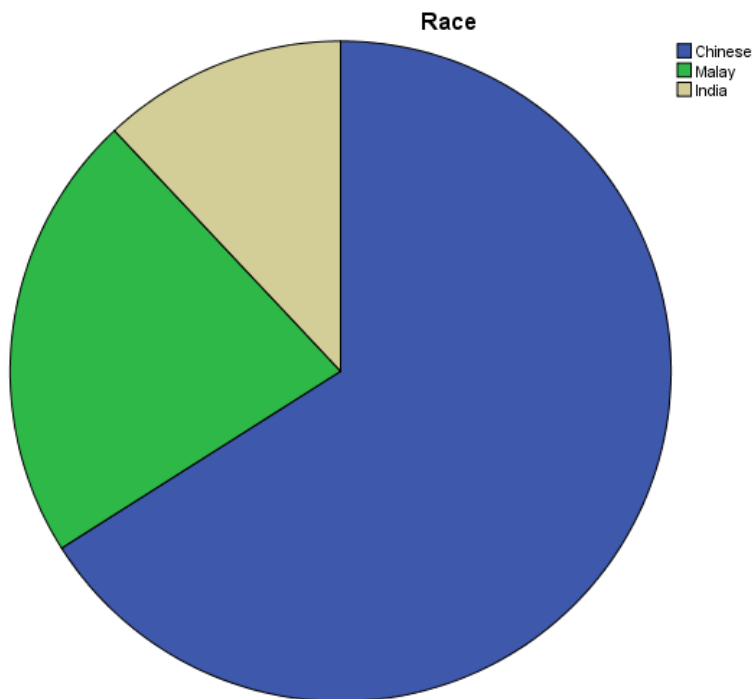
Source: Developed for the research

Refer to figure 4.3, the pie chart show that the respondents mainly consisted of Chinese which is 66% and followed by Malay which is 22% and lastly is Indian which is only consisted of 12%.

Table 4.4: Education Level

education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	61	30.5	30.5	30.5
	University	139	69.5	69.5	100.0
	Total	200	100.0	100.0	

Source: Developed for the research

Figure 4.4: Education Level
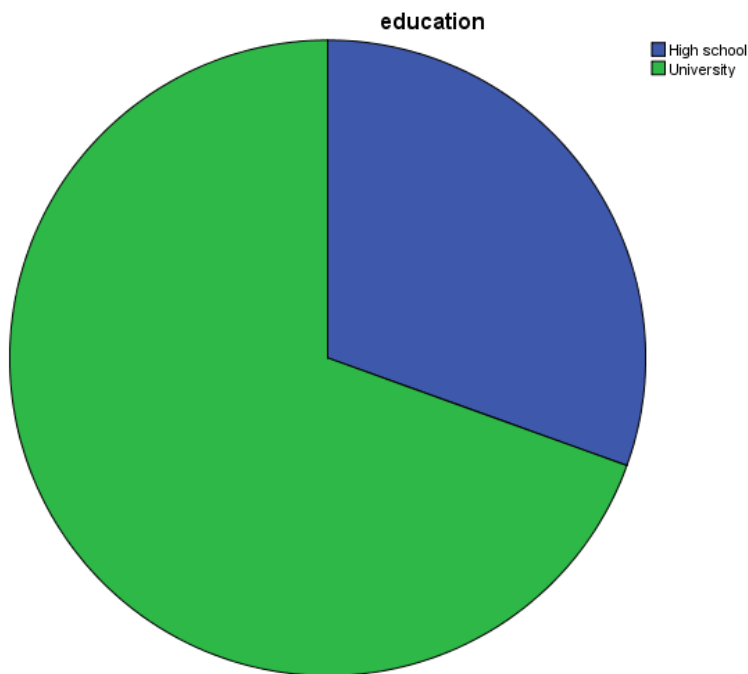
Source: Developed for the research

As refer to figure 4.4, the pie chart showing that the respondents are mainly consisted of those who have tertiary educated which is 69.5% and followed by secondary educated which is 30.5%.

Table 4.5: Occupation

occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	academic staff	109	54.5	54.5	54.5
	non-academic staff	91	45.5	45.5	100.0
	Total	200	100.0	100.0	

Source: Developed for the research

Figure 4.5: Occupation
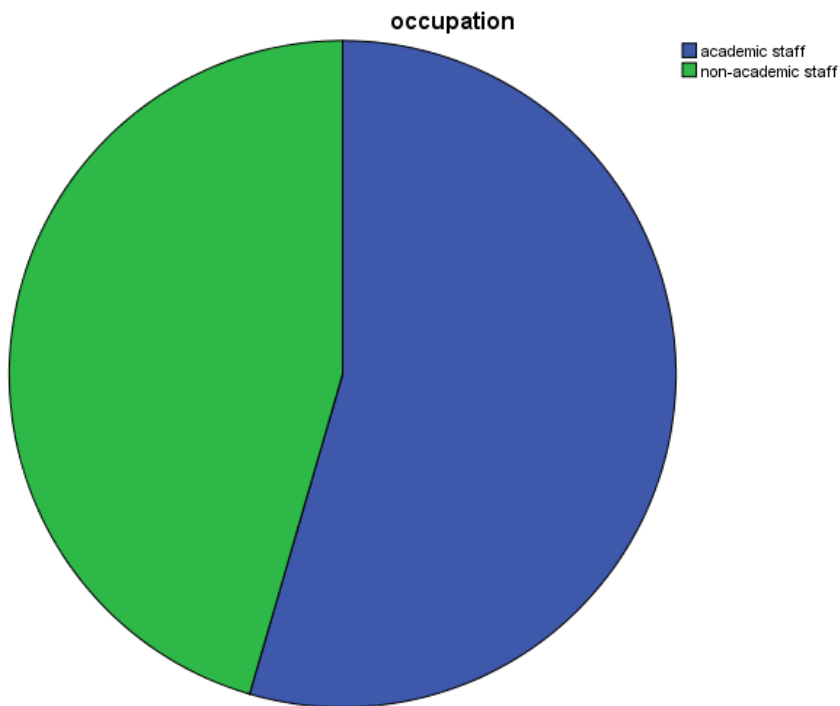
Source: Developed for the research

Table 4.6: State

living state

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	northern region	74	37.0	37.0	37.0
	central region	64	32.0	32.0	69.0
	southern region	33	16.5	16.5	85.5
	eastern region	29	14.5	14.5	100.0
	Total	200	100.0	100.0	

Source: Developed for the research

Figure 4.6: State
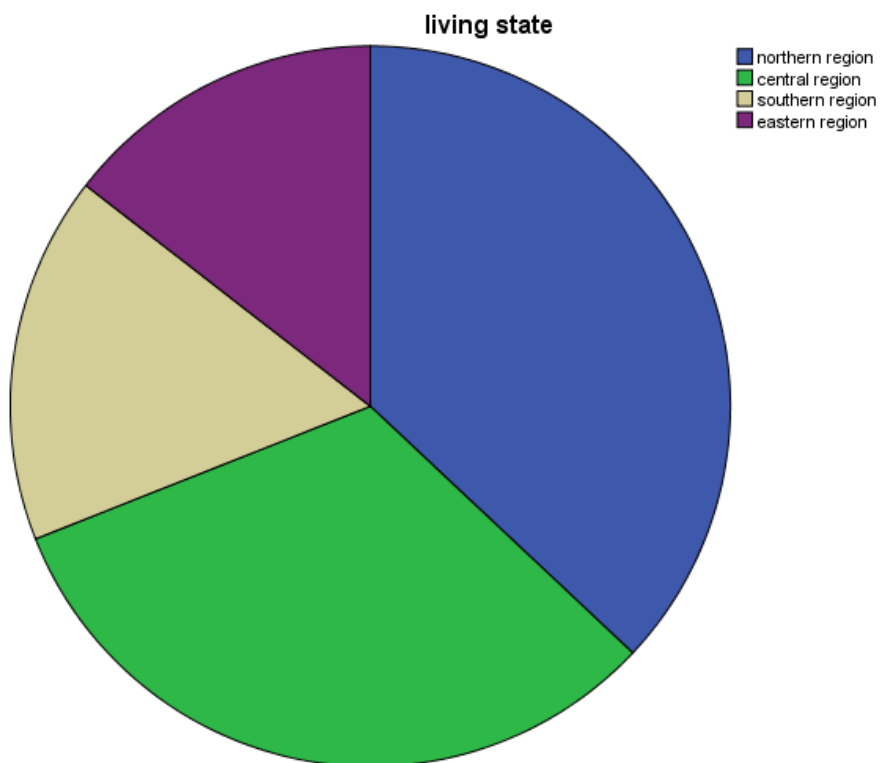
Source: Developed for the research

As refer to figure 4.6, the majority respondents are from northern region which is consisted of 37% and followed by central region which is consisted of 32%, Southern region which is consisted of 16.5%, East Malaysia which is consisted of 14.5%.

4.2 Scale Measurement

The Cronbach's alpha reliability coefficient of the four marketing strategies (independent variables) and the sales growth of grocery stores (dependent variable) were obtained. The closer the reliability coefficient gets to 1.0, the better the results. If the alpha value is less than 0.6, then the results are considered poor. Meanwhile, an alpha value of 0.7 is acceptable. It is considered good if the alpha value is 0.8 and above.

Table 4.12: Reliability Test

Source: Developed for the research

According to the table above, it shows that the Cronbach's Alpha for the education and development is considered as acceptable, which are 0.785. Besides

No.	Constructs	Alpha coefficient	No. of items
1	Management Practices	0.904	3
2	Wage Management	0.867	3
3	Education and development	0.785	2
4	Performance Management	0.879	3
5	Career Management	0.893	2
6	Job Satisfaction	0.840	3
7	Turnover Tendency	0.897	2

that, the Cronbach's Alpha for Wage management, Performance management, career management, and Management practices are respectively 0.867, 0.879, 0.893, 0.904 are considered good and reliable. Furthermore, the Cronbach's Alpha for the two dependent variables: job satisfaction and turnover tendency are 0.840 and 0.897 which are also considered as good and reliable.

4.3 Inferential Analysis

4.3.1 Pearson Correlation

Table 4.13: Correlations

Correlations

		MP	WM	ED	PM	CM	JS
MP	Pearson Correlation	1	.912**	.434**	.937**	.889**	.398**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	200	200	200	200	200	200
WM	Pearson Correlation	.912**	1	.467**	.905**	.844**	.414**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	200	200	200	200	200	200
ED	Pearson Correlation	.434**	.467**	1	.459**	.466**	.978**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	200	200	200	200	200	200
PM	Pearson Correlation	.937**	.905**	.459**	1	.880**	.439**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	200	200	200	200	200	200
CM	Pearson Correlation	.889**	.844**	.466**	.880**	1	.423**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	200	200	200	200	200	200
JS	Pearson Correlation	.398**	.414**	.978**	.439**	.423**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	200	200	200	200	200	200

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

Source: Developed for the research

Pearson's correlation tries to measure a linear relationship between two variables, as in, if X changes by about a, then Y changes by amount b. The correlation coefficient is a number between +1 and -1. This number tells us about the magnitude and direction of the association between two

variables. The MAGNITUDE is the strength of the correlation. The closer the correlation is to either +1 or -1, the stronger the correlation.

Based on the table above, there is a statistically significant, positive relationship between Job Satisfaction (dependent variable I) to Management Practices (independent variable), r = +0.398, p (two-tailed) < 0.01. The magnitude of Management Practices (independent variable) towards Job Satisfaction is fairly positive effect, r =+0.398.

Based on the table above, there is a statistically significant, positive relationship between Job satisfaction (dependent variable I) to Wage Management (independent variable), r = +0.414, p (two-tailed) < 0.01. The magnitude of Wage Management (independent variable) towards job satisfaction is fairly positive effect with r = +0.414.

Based on the table above, there is a statistically significant, positive relationship between Job satisfaction (dependent variable I) to Education and development (independent variable), r = +0.978, p (two-tailed) < 0.01. The magnitude of Education and development (independent variable) towards Job Satisfaction is huge positive effect with = +0.978.

Based on the table above, there is a statistically significant, positive relationship between Job Satisfaction (dependent variable I) to Performance Management (independent variable), r = +0.439, p (two-tailed) < 0.01. The magnitude of Performance Management (independent variable) towards Job Satisfaction is huge positive effect with = +0.439.

Based on the table above, there is a statistically significant, positive relationship between Job Satisfaction (dependent variable I) to Career Management (independent variable), r = +0.423, p (two-tailed) < 0.01. The magnitude of Career Management (independent variable) towards Job Satisfaction is huge positive effect with = +0.423.

Correlations

		MP	WM	ED	PM	CM	TT
MP	Pearson Correlation	1	.912**	.434**	.937**	.889**	-.450**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	200	200	200	200	200	200
WM	Pearson Correlation	.912**	1	.467**	.905**	.844**	-.441**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	200	200	200	200	200	200
ED	Pearson Correlation	.434**	.467**	1	.459**	.466**	-.253**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	200	200	200	200	200	200
PM	Pearson Correlation	.937**	.905**	.459**	1	.880**	-.446**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	200	200	200	200	200	200
CM	Pearson Correlation	.889**	.844**	.466**	.880**	1	-.452**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	200	200	200	200	200	200
TT	Pearson Correlation	-.450**	-.441**	-.253**	-.446**	-.452**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	200	200	200	200	200	200

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

Source: Developed for the research

Based on the table above, there is a statistically significant, positive relationship between Turnover Tendency (dependent variable II) to Management Practices (independent variable), r = -0.450, p (two-tailed) < 0.01. The magnitude of Management Practices (independent variable) towards Turnover Tendency is huge negative effect, r = -0.450.

Based on the table above, there is a statistically significant, positive relationship between Turnover Tendency (dependent variable II) to Wage Management (independent variable), r = -0.441, p (two-tailed) < 0.01. The magnitude of Wage Management (independent variable) towards Turnover Tendency is huge negative effect with r = 0.441.

Based on the table above, there is a statistically significant, positive relationship between Turnover Tendency (dependent variable II) to Education and development (independent variable), r = -0.253, p (two-tailed) < 0.01. The magnitude of Education and development (independent variable) towards Turnover Tendency is fairly negative effect with = -0.253.

Based on the table above, there is a statistically significant, positive relationship between Turnover Tendency (dependent variable II) to Performance Management (independent variable), r = -0.446, p (two-tailed) < 0.01. The magnitude of Performance Management (independent variable) towards Turnover Tendency is huge negative effect with = -0.446.

Based on the table above, there is a statistically significant, positive relationship between Turnover Tendency (dependent variable II) to Career Management (independent variable), r = -0.452, p (two-tailed) < 0.01. The magnitude of Career Management (independent variable) towards Turnover Tendency is huge negative effect with = -0.452.

4.3.2 Multiple Regression Analysis

Table 4.14: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.241	.134		-1.794	.074
	MP	-.041	.090	-.021	-.456	.649
	WM	-.410	.086	-.169	-4.758	.000
	ED	1.246	.019	1.001	64.696	.000
	PM	.439	.087	.216	5.047	.000
	CM	-.152	.065	-.072	-2.325	.021

a. Dependent Variable: JS

Source: Developed for the research

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.027	.813		8.643	.000
	MP	-.254	.546	-.100	-.465	.642
	WM	-.331	.522	-.106	-.634	.527
	ED	-.060	.117	-.038	-.519	.605
	PM	-.161	.527	-.062	-.306	.760
	CM	-.546	.396	-.203	-1.380	.169

a.   Dependent Variable: TT

Source: Developed for the research

4.3.2.1 Strength of Relationship

Table 4.15: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982[a]	.965	.964	.49331

a. Predictors: (Constant), CM, ED, WM, PM, MP

Source: Developed for the research

Adjusted R Square indicates that 96.4 percent of the total variation in Job Satisfaction was explained by Career management, Education and development, Wage Management, Performance management and Management practices.

The table 4.15 above show that R = 0.982. This means that the two variables tend to increase together with the rate of 98.2 percent of the total variation in Job satisfaction was increased by Career management, Education and development, Wage Management, Performance management and Management practices.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.469[a]	.220	.200	2.98501

a. Predictors: (Constant), CM, ED, WM, PM, MP

Source: Developed for the research

Adjusted R Square indicates that 20 percent of the total variation in Job Satisfaction was explained by Career management, Education and development, Wage Management, Performance management and Management practices.

The table 4.15 above show that R = 0.469. This means that the two variables tend to increase together with the rate of 46.9 percent of the total variation in turnover tendency was increased by Career management, Education and development, Wage Management, Performance management and Management practices.

Table 4.16: ANOVA

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1296.325	5	259.265	1065.395	.000[b]
	Residual	47.210	194	.243		
	Total	1343.536	199			

a. Dependent Variable: JS

b. Predictors: (Constant), CM, ED, WM, PM, MP

Source: Developed for the research

0.005 levels and indicates that result of regression model is fit to measure Job Satisfaction by Career management, Education and development, Wage Management, Performance management and Management practices.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	488.001	5	97.600	10.954	.000[b]
	Residual	1728.594	194	8.910		
	Total	2216.595	199			

a. Dependent Variable: TT

b. Predictors: (Constant), CM, ED, WM, PM, MP

Source: Developed for the research

0.005 levels and indicates that result of regression model is fit to measure
Turnover Tendency by Career management, Education and development,
Wage Management, Performance management and Management practices.

4.4 Conclusion

In conclusion, this chapter is about the discussions on the topics like normality
test, descriptive analysis, scale measurement and inferential analysis which will
used to analyze the outcome of the data collected and generate results for further
discussion. The next chapter will provide a more detailed discussion on the major
findings and conclusions of the research study.

CHAPTER 5   DISCUSSION, IMPLICATION AND CONCLUSION

5.0 Introduction

This chapter will have a clear discussions, conclusions and implications for previous chapter about conducted study. This chapter will emphasize on the summary of statistical analysis, discussion of major findings and implication and limitation of the study. Finally, recommendation for future research and conclusion will be outlined.

5.1 Summary of Statistical Analysis

5.1.1 Descriptive Analysis

5.1.1.1 Respondents Profile

89 out of 200 respondents are from 41 years old and above (44.5%). 78 respondents are from 20 to 40 years old (39%). 33 respondents are below 20 years old in this research (16.5%). According to the analysis of study, 104 out of 200 respondents, 52% are female and 96 respondents, 48% are male. There are 66% of respondents are Chinese, which is account for 132 out of 200 respondents. Malays consist of 22% and Indian is 12%, which have 44 and 24 respondents respectively. Besides, there are 69.5% of the

respondents have tertiary educated level, which consists of 139 persons. 61 respondents are secondary educated which possess of 30.5% of respondents. Other than that, 109 respondents, 54.5% of total respondents are the academic staffs and followed by non-academic staffs for 45.5% among all respondents which consists of 91 persons. The majority respondents are from northern region which have 37% and the respondents from central region are occupied for 32%. Yet, the respondents from Southern region, and east malaysia consisted of 16.5%, and 14.5% of the total respondents respectively.

5.1.2 Scale Measurement

Regularly, the reliability of each construct was measured by using Cronbach's Alpha reliability test. There is a Cronbach's Alpha reliability test for human resource practices on turnover tendency and job satisfaction. The management practices have the highest coefficient, which is 0.904. Follow by the career management, it attains 0.893 for coefficient. Both of these are considered as good and reliable. Besides wage management, education and development and performance management are 0.867, 0.785 and 0.879 respectively, which are considered as acceptable. The Cronbach's Alpha for job satisfaction and turnover tendency are 0.893 and 0.840 respectively also considered as good and reliable. Thus, this reflect that every construct were reliable as its attained reliabilities values are above 0.6.

5.1.4 Inferential Analysis

5.1.4.1 Pearson Correlation

Based on the result, it has been proving that there are positive association between independent variables (management practices, wage management, education and development, performance management and career management) and dependent variable (job satisfaction and turnover tendency) at $p<0.01$. The magnitude of education and development toward job satisfaction is largely positive effect, $r = +0.978$. The magnitude of performance management toward job satisfaction is huge positive effect as well, $r = +0.439$. Moreover, the magnitude of career management toward job satisfaction is fairly positive effect with $r = +0.423$. The magnitude of management practices toward job performance is huge effect, $r = +0.414$. Ultimately, the result indicates that all the independent variables have positive impact on Job satisfaction (dependent variable I). Education and development have the highest effect on it, followed by performance management, career management, wage management and lastly is management practices.

5.1.4.2 Multiple Regression Analysis

Multiple regression analysis (MLR) is also applied in inferential analysis. There are three steps involved: (1) Nature of Relationship, (2) Strength of Relationship, and (3) Test of Significant. According to Hair et al. (2003), the test will be significant if p value is less than 0.05 probabilities.

The test on the strength of relationship has brought the output in
Table 4.15: Model summary and the value of the following are:

R $\qquad$ = 0.982

R Square $\qquad$ = 0.965

Adjusted R Square $\quad$ = 0.904

From the table 4.15, the coefficient of determination adjusted R
Square is 0.904. In the other words, 90.4 percent of the total
variation in job satisfaction can be explained by management
practices, wage management, education and development,
performance management, and career management.

5.3 Implication of study

5.3.1 Managerial Implications

Based on the analysis of this study, there are three parties
that I can recommend for this study, which is for individual
academic and non-academic staff, for private universities as
well as for Malaysia government. The advice given to
individual, I found that education and development can
bring the highest and most attractive return on the job
satisfaction of private universities in Malaysia based on the
analyzed result. Therefore, education and development are
the most impactful one out of five elements of human
resource practices and those private universities should
focus on this element in order to gain higher job
satisfaction. For instance, management can implement the

extensive training toward academic and non-academic staffs in order to improve their career.

Advice given to private universities in Malaysia, the MOH should conduct workshop for private universities as well in order to provide them the latest and up to date information, knowledge and skills. The private universities should cooperation to apply this type of benefit and subsidy from government.

Lastly, another implication advice is given to Malaysia government. As education and development are the most impactful factor one on the job satisfaction in private universities sector, thus government should encourage the universities to be more focus on and implement this strategy by providing them subsidy. By then, the universities can enjoy subsidy from government to reduce cost, in turn to increase job satisfaction of employees and also reduce the turnover tendency of employees.

5.4   Limitation of Study

There are several limitations that may be faced in the process of conducting this research project. In order to enable future researchers who are conducting further research in this study, it is important for all limitations to be recognized and learnt. First limitation is the nature of respondents and the number of respondents acquired in this research. Since our target respondents are the academic and non-academic staffs of private universities, it will be a too specific target respondents for us to acquire for. Besides, the sample size is limited to 200 copies rather than 500 copies in order to achieve data consistency (Comrey and Lee, 1992). Thus, it

may be considered as too small and not popularized enough as a sample of the population of Malaysia.

Second limitation is that the quota sampling did not continue with 3rd stage control characteristic, which means we didn't perform 2nd stage of quota control to determine the number of respondents from respective races.

The third limitation is that lack of incorporation of latest issue into the questionnaire design for respondents in this study, such as government regulations and taxations, economic, changing lifestyle and etc.

The last limitation is the unavailability of applicable and appropriate journals for conducting this research. However, many search engines and libraries from the internet possess a large number of business journals, articles, magazines and etc. Researchers are not managed and able to search for a best fit journal to support the theories derived from this research. Thus, various journals were used to support this research.

5.5   Recommendation for future research

Future research should expand its sample size which is more than this research. 500 or above is strongly recommended because it may increased the reliability of the result and it can be more popularized. On the other hand, survey should be distributed to respondents according to the race proportion of Malaysia population statistic. By then, it can be more representative and popularized as the population of Malaysia .Furthermore, the future researchers are recommended to identify more independent variables (IV) when conducting similar studies, such IV as external environmental factors (PEST). It is because the four IVs are considered as a bit less and the job satisfaction and turnover tendency of private universities

employees is not only being influenced by only these five factors indeed. Others can give impact on the job satisfaction and turnover tendency as well.

5.6 Conclusion

In conclusion, this research project has accomplished its objectives to examine the influence of management practices, wage management, education and development, performance management and career management (5 IVs) toward the turnover tendency and job satisfaction in private universities in Malaysia. Furthermore, this research has provided a clear picture of whether 5 IVs have significant impact on the turnover tendency and job satisfaction in private universities in Malaysia. This study also provides a better understanding of which construct or strategy should more focus on. For those researchers who are interested in studying the relevant study, the limitation and recommendation have been providing with guidelines.

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