A STUDY ON NON-MONETARY PRACTICES TOWARDS PRIVATE HIGHER EDUCATION INSTITUTION IN MALAYSIA

BY

CHIA ONN JIAN
ONG HWAI JUN
SIAW PUI MAN
WONG KIM YENG
YAU KOK PONG

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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 34,613 words.

Name of Student:	Student ID:	Signature:
1. Chia Onn Jian	11ABB07025	_____
2. Ong Hwai Jun	11ABB07269	_____
3. Siaw Pui Man	12ABB00730	_____
4. Wong Kim Yeng	11ABB06873	_____
5. Yau Kok Pong	11ABB06981	_____

Date: _____

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LIST OF ABBREVIATIONS

DV   Dependent Variable

GEN Y   Generation Y

H0   Null Hypothesis

H1   Alternative Hypothesis

IV   Independent Variable

PA   Performance Appraisal

SAS   Statistical Analysis System

WLB   Work Life Balance

T&D   Training and Development

PREFACE

This study is generally under the subject of UBMZ 3016 Research Project which is basically taken by the final year students of Bachelor of Business Administration (HONs) in Universiti Tunku Abdul Rahman (UTAR). UBMZ 3016 is a compulsory subject for every student to complete before they are graduating from the university. The research project took about half a year to complete, and we are given two long semesters to complete this study.

Our title for this research project is 'A Study on Non-Monetary Practices Towards Private Higher Education Institution in Malaysia.' The objective of this research is to determine and study about the factors which are mainly affecting the turnover intention of the employees towards their organisation in private higher learning institute industry. This research is conducted to understand in-depth about the variables and factors which can affect the employee loyalty in order to lower down the employee turnover rate in private higher learning institute industry.

Turnover intention plays an important role in an organization to improve and increase the efficiency and effectiveness of organization operations if decreased. There are four variables in our research which are performance appraisal, working life balance, training and development and benefits. We had refereed many journals and articles to study about the relationship between those fourvariables and turnover intention.

ABSTRACT

Nowadays, the higher education industry in Malaysia is very worthy for research as it an important sector which plays an important role in increasing productivity and occupational skills nowadays. However, the turnover rate of private higher education industry is increasing, while the numbers of students enrolling into private higher education institutions are also increasing. Therefore, in order to improve the quality and performance of the staffs, it is important to determine and understand in depth about the factors influencing the turnover rate decreased in private higher education industry in Malaysia. There are several independent variables influencing the turnover rate of the organization, such as performance appraisal, work life balance, training and development, and benefits.

This research is basically about the four factors which influence the turnover rate of the employees towards the organization. According to the past study, researchers had shown that there are significant relationships between the four independent variables and turnover intention. Based on the evidence from the past study, the private higher learning institutes should focus on these four variables to improve the performance of the industry and reduce the turnover rate.

In this research, questionnaires were distributed to the respondents who are currently working in private higher learning institutes in Malaysia which includes the academic staffs and the administration staffs. The results and feedback from the respondents were recorded and analyzed through SAS system.

There are also some recommendations proposed to the organization at the end of the study. Lastly, this study is important to the higher education sector so that performance of the private higher education institutes industry in Malaysia could help to improve employee's satisfaction and reduce the turnover rate of the industry.

CHAPTER 1: INTRODUCTION

1.0   Introduction

The topic of this study concerns about the Turnover Intention of Generation Y (Gen Y) in Malaysia's Private Higher Education Institutions. The main objective of this study is to identify the independence variables which will affect the turnover intention among the Gen Y who work in any private higher education institution in Malaysia. This chapter explains the chapter outlines that are related to the topic of this study. It starts with the research background, followed by problem statement, research objective and research question, hypothesis, significant of study, chapter layout and conclusion. In this research, four independent variables were selected as to investigate in order to obtain clearer picture of turnover intention among Gen Y in private higher education institution in Malaysia.

1.1   Research Background

Nowadays, more and more Gen Y is conduct in the workforce than ever before (Monroe, 2010). In this competitive business world, to manage well in turnover intention is an important task for every single organization. The objective of this study is to carry out the current situations of the turnover intention of Generation Y in Malaysia's Private Higher Education Institutions. Together with the four independence variables which are performance appraisal, work life balance, training and development and benefits which were selected to study on affecting turnover intention of Gen Y in Malaysia's Higher Education Institution (Belanger, 2007).

According to the reported Department of Statistic Malaysia's population clock, the population of the world in 2014 is 7,241 million, while the population of Malaysia is only 30 million. However, the total number of labour workforce in our country was 13.12 million people. According to the report, there are only 845,100 employee involved in education industry (Department of Statistics Malaysia, 2013). According to the Jabatan Pengajian Tinggi Website (2013), there are 62 private higher education institutions in Malaysia. Moreover, statistic shows that they have 303,900 of Gen Y work in private higher education institution and it distribute to Kuala Lumpur with 34,600, Selangor with 165,700, Penang with 40,100 and Perak with 63,500 respectively.

According to Hicks (2007), Gen Y is the newest generation that entered to nowadays workforce. This generation is also called as the Net Generation or Millennial Generation. Gen Y sees the workplace as an important factor and values for them to learning and development (Long, Perumal & Ajagbe, 2012). Besides that, Gen Y willing to explore, team work, organization culture and value it helps them to deciding for which job going apply for. Naturally employee want diversify their daily life, they will seeks for challenges jobs and good working environment of job place (Bozorg, 2011).

Furthermore, Gen Y tends to be live in balance between works and play. They try to look for the career or job which enables to offer them a flexible working hour and balance in work and life (Ang, 2013). Moreover, Gen Y's perceive that there will not effective and efficient if working in long hours, thus they will use other way to multitask to get their job done quickly (Engelman, 2009). Gen Y rich with the information, strong work ethic, responsibility, comfortable with change, optimism about future, self-confidence, independence to achieve goals and skill development (Raman & Ramendran, 2011).

Gen Y tends to be likely to obey the rules rather than constantly challenge the rules. (Hicks, 2007). Na'Desh (2008) reported that Gen Y to be the most racially and ethnically diverse generation at all the time due to the technological innovations. Research on the Gen Y shows that they are more praised, more coddled, more sheltered and more shuttled compared to other generations (Rutabingwa, 2003). Furthermore, most researchers reported that Gen Y are optimism, civic duty, diversity, confidence, sociability, collaboration and achievement (Engelman, 2009).

Table 1.1 Time Periods to Determine the Gen Y

Author/ Authors	Year	Journal/ Research Title	Time Range
Elizabeth Engelman	2009	How workplace commitment levels affect recruitment and retention of Generation Y within corporate America.	1981-2000
Heinze	2007	The relative effect of congruous peer level identification advertising on generation Y members who attend college.	1977-1994
Hicks	2007	Cognitive retention of generation Y students through the use of games and simulations.	1979-1990
Raman and Ramendran	2011	Generation Y in institution on higher learning. International Journal of Economics and Business Modeling	1978-1998
Bernard Salt	2007	Opportunities and challenges for the funds management	1976-1991
William J. Schroer	n.d.	The Social Librarian	1977-1994

In our study, the main respondent we focused is on Gen Y. Table 1.1 shows the time periods to determine the Gen Y by different researches.

For this study, we have decides to choose the time range of 1978-1998 to determine the time period for the Gen Y. The reasons we select this time range is because of their characteristic (from age 16 until age 36). The context was mentioned by Rutabingwa (2003), there are born in modern technology era and they are full of information and skill development. Furthermore, his group of the generation have been attended the higher education level compare to the previous generation (Ang, How, Ong, Teoh & Yu, 2013).

There is a comparison table between Baby Boomer, Gen X, Gen Y and view of work.

Differences of Gen Y with previous Generation. (Bozorg, 2011)

Facet	Baby Boomer	Generation X	Generation Y
Generational traits	Style • independence stressed • radical individualism • psychology of entitlement • optimistic • inner-directed	• independence stressed • commitment reluctance • realist • cynical • self-reliant • entrepreneurial	• high expectation of self • idealists • highly optimistic • confident(independent thinking
View of money			

	• I deserved it- I spent it	• I demand it- I invest	• Financially smart • Retirement benefit are important factors in job choice
View of leisure	• Means to self-fulfillment • Work is shortcut to leisure	• Work to have money for leisure • Balance work and leisure	• Work-life balance
View of technology	• Expedient commodity	• Fact of life	• Intense users of high technology
View of work	• Meaningful and purposeful work • Self-fulfillment • Expect participation • View reward and recognition in terms of deserving	• Learning ability to enhance marketability • Freedom • Flexibility • View reward and recognition in terms of demands	• Thrive on challenging work • Addicted to change • Goal driven • Need constant feedback or recognition • High expectations of employers • Prefer structure and

			direction

According to Rumery (2003), turnover represents the movement of the individual or the group from one location in the overall organization to another or the movement of work organizations from one geographic location to another. Belanger (2007) mentioned that turnover is a problem identified in call centres due to the high cost of replace and train them. So that, predictors of turnover is useful for organization and employers. According to Xin and Hong (2011), they said that potential, skilled and well trained employee turnover risk must be identified, investigated and analyzed, because it will help us become more effective to manage and make scientific decision toward the risk. When the employees are satisfied with the organization, they will stay remain to their co-worker and focused on their roles and mission in organization (Marjorie, 2007). In the other word, if an organization fails to give support to their employees, turnover and low productivity job are more likely to occur (Barry, 2008).

According to the Statistic Department of Malaysia, there is 33.87% turnover rate in the educational industry. Education is very important for a country to achieve success and become a developed country (Marva, 2007). Furthermore, education is very important to a personal life and professional life of an individual (Monroe, 2001). Turnover will influence the performance of the organization; however in educational industry it is not allow the performance of staffs being decrease (Adithipyangkul, 2005). It is because education is to train or bring up the next generation and it tie with the future of the community. In this study, education industry being the area to investigate in order to help to decrease the turnover rate in the educational industry in Malaysia (Department of Statistics Malaysia, 2011).

The reason that we choose Gen Y as our study's respondents is because Gen Y will because the largest workforce in Malaysia in coming 10 years (Na'Desh,

2008).Gen Y are those born in 1978 – 1998 which mean the age of our target respondents are from16 years old to 36 years old (Sabeen & Adbullah, 2008). Baby boomers (years 1946 to years 1964) and generation x (early of 1960s to early of 1980s) these two generation are on the retirement stage or going to retire in coming 10 years (Bozorg, 2011).This study is to aim for resolve the turnover issue in the educational industry in Malaysia and this definitely is a long term and on-going plan, therefore result will only been see in the future (Na'Desh, 2008).

1.2 Problem Statement

Today, due to the complex nature of turnover's phenomenon, there are some of the reasons that caused the turnover rate increased in the related field. This is because of different countries have its different reasons for employee turnover, and the reasons also different within the same industry (Joarder & Sharif, 2011.). It is hard to maintain most of ability and experience employees. They play an important role in workplace. If organizations failed to fulfil the requirements of their well-being, thus depression will exist and will create poor performance of employees in the organization (Mattingly, 2007).

According to Tower Watson, a statistic company in Malaysia, they reported that there was an increased of annual turnover rate in education industry in Malaysia which were 7.4% (2012) and 13.3% (2013). Based on this statistic, we know that this is an unhealthy situation for education industry of Malaysia. Education is an important factor to determine the success of a country, performance of educational institutions play a significant role to provide quality service for students. Moreover, turnover will directly affect the performance of an educational institution (Khalid, Niza, Ismail & Razali, 2013).

We found that nowadays employees are more preferred using his or her ability to set organizational goals to maximize professional concerns. However, some of the organizations do not provide job autonomy to them (Joarder & Sharif, 2011).

They need to follow the supervisors' guidelines and complete their tasks without their own control and style. Thus this is one of the reasons that turnover intention become increasing from day to day due to employees are lack of job autonomy. In human resource practices, job autonomy consider as an important reason for employees to stay in the organization (Joarder & Sharif, 2011).Without job autonomy, employees are lack of any freedom and top management or supervisor will being control their job activities and decision making for example scheduling, work procedures, and task variety (Tsai, 2012). This will make employees have an uncomfortable and frustrated working environment and culture in organization.

Besides that, some of the organization may apply longer working hours and maybe have some extra working hours to make the employees always stay at the company to work (Engelman, 2009). However, for Gen Y's opinion, longer working period hours do not mean that they are worked and contributed for the organization effectively and efficiently (Peterson, 2011). For Gen Y, they able to complete their task assigned by top management on time and requested for the new rules for example flexitime and they think that standard work week for example 9 to 5 schedule time should be replaced to complete their job (Koay, 2010).Besides that, we also found out some of the employees are decreasing interest in their particular careers especially administrative careers (Naresh, Chong & Pawan, 2001). Due to some reason, for example internal and external pressure, administrations role more frustrated in organizations and this will caused the burnout and turnover level increased (Riccio, 2010). Moreover, nowadays most of the employees are seek to balance their careers and personal lives. In other way, even though they have be promoted to be an upper management position, but they still rejected to accept the promotions and this will make them have an intention to leave the organizations (Ali & Ahmed, 2009).

Other than that, career is the most important and time spent by all of the employees. They will spend most of the time searching for self-satisfaction and achievement especially Gen Y in organizations. Reduction in productivity and efficiency in the workplace can caused by unsatisfactory well-being in organization (Zentner, 2014).Therefore well-being in organization should be highlighted. Koay (2010) claims that it is important to have a happy and productive workplace because it is create a supportive working environment to ensure that the employees sincere and loyalty to the organization. If organizations treated employees well, it will motivate employees to serve the best to the institutions. Other than that, according to researchers, employee's needs have to be achieved first. Then the employees will help the company to achieve the customers' satisfaction and provide good services. Thus, employees will satisfied their current working environment and make the employee's turnover rate reduced too (Joarder & Sharif, 2011).

Moreover, one of the problems stated that organizations do not provide extra benefits for employees for implementation in future to ensure employees had a job satisfaction. For example, child care services which do not provided by some of the organization for the woman employees as part of compensation package (Hijazi, Anwar, & Mehboob, 2007). This will cause the employees likely to leave the organization due to the organization's strategic benefits practices not lead to effective organizational commitment because the organizations failed to make the employees fulfil the psychological contract that contribute to staff (Hijazi, Anwar, & Mehboob, 2007).

1.3   Research Objective

1.3.1 General Objective

The primary objective of this study is to identify the non-monetary factors affecting turnover intention towards higher education institution in Malaysia.

1.3.2 Specific Objective

1   To determine how performance appraisal affect turnover intention of Generation Y in Malaysia's private higher education institution.
2   To determine how work life balance affect turnover intention of Generation Y in Malaysia's private higher education institution.
3   To determine how training and development affect turnover intention of Generation Y in Malaysia's private higher education institution.
4   To determine how benefits affect turnover intention of Generation Y in Malaysia's private higher education institution.

5   To determine how performance appraisal, work life balance, training and development and benefits affect turnover intention of Generation Y in Malaysia's private higher education institution.

1.4   Research Question

1   Does performance appraisal have a significant relationship with turnover intention?

2   Does work life balance have a significant relationship with turnover intention?

3   Does training and development have a significant relationship with turnover intention?

4   Do benefits have a significant relationship with turnover intention?

5   Do performance appraisal, work life balance, training and development and benefits have a significant relationship with turnover intention?

1.5   Hypothesis of Study

H1: There is a significant relationship between performance appraisal and turnover intention.

H2: There is a significant relationship between work life balance and turnover intention.

H3: There is a significant relationship between training and development and turnover intention.

H4: There is significant relationship between benefits and turnover intention.

H5: There is significant relationship between performance appraisal, work life balance, training and development, benefits and turnover intention.

1.6   Significant of Study

The main objective to conduct this study research is aim to provide a clearer picture and better understanding on the important of turnover issue in the educational industry and also the factors which will affect turnover intention of Gen Y employees in Malaysia private education institution. Based on the research done by Choi, Perumal & Ajagbe (2012), turnover is an important issue that need to be understood by the management and to overcome on it. Koay (2010) claimed that employees are playing important role in the organization to maintain the level of productivity and bring the company towards success, therefore turnover will directly affect the level of productivity in the organizations, not only for that but turnover will also directly influence the long term performance of the organization and create obstacles to the organization to achieve business goals (Surbhi, 2013).

Management have to understand the factors that may drive employees to have turnover intention in order to prevent high turnover rate in the company. According to the Malaysian Employers Federation figures, the employee's turnover rate in education industry was 29.28% in 2011. Nowadays, money is no longer is the main factors which can directly influence turnover intention of employees. According to Kelly Service marketing director Jeannie Khoo, Gen Y is not always just for money but more concern on non-monetary benefits such as work-life balance. 'Me-time' is a strong concept that holding by Gen Y nowadays, they want own time for their own activities instead of just focus on the job (The Star, 2012). This trend is happening around the world and it believes that is a main factor which cost high job hopping in workplace nowadays. Hence, our intention to conduct this research study is help to identify the major factors which organizations should concern on in order to retain their talent Gen Y employees.

In previous study, many researchers are focus on the monetary factors to influence employee's turnover intention (Joardera, 2011). However, Gen Y employees are the group which more focus on 'me-time' concept. Other than money, organizations have to identify other important factors which can influence employee's turnover intention and deal with the factors that identified in order to retain their talents in the organization. Turnover may cause internal problems for an education institution because it will directly affect the performance of the institution. In previous study showed that an organization will have more desire and efficient performance if they have low turnover rate in the organization. Same goes to higher educational institution, it is important to have low turnover rate in order to avoid internal problem such as manpower shortage which will affect the performance of the institution (Surbhi, 2013).

In short, this study will not only create the awareness on the important of turnover issue but also will provide useful information for the organizations to have a clearer picture on how going to retain their employees or reduce the turnover rate in the organization. The four factors that chosen by us which are performance appraisal, work-life balance, training and development and benefits, these are the non-monetary factors which concerned by Gen Y nowadays. From here, organizations able to identify the areas which they have to focus on to retain those talents and achieve better performance in the corporate world.

1.7   Chapter Layout

Chapter 1

In chapter 1, we will provide an overview of the study framework and justified the factors which will affect turnover intention of Gen Y in Malaysia's private higher education institutions. Moreover, we will develop the objectives of this research study and the objective to be achieved at the end of this study, answer the research questions by using the results that generated from the study, testing on the hypothesis test. Furthermore, the significant of study is to describe the importance of this study.

Chapter 2

Chapter 2 is describing the summary of the research by reviewing on the published and unpublished available information, article and journals. Moreover, we will also provide the theoretical model which relevant to our research topic that has been done by other researchers. Conceptual framework has been developed to show the relationship between independent variables and dependent variable based on our research topic and research objective.

Chapter 3

In chapter 3, we will further discuss the research methodologies that apply in this study. It includes research design, data collection methods, sampling design, operational definition of construct, and methods of data analysis.

Chapter 4

In this chapter, we will use Statistical Analysis software (SAS) to generate the result which collected from targeted respondents. The result is to answering the hypothesis which has been developed in chapter 1.

Chapter 5

Last but not least, we will have further discussion on the result generated from previous chapter. Major finding, the implication, recommendation of the study and conclusion will be done for the whole chapter.

1.8 Conclusion

In conclusion, Chapter 1 typically introduces and identifies the research background and objective of this research. We have discussed the research problem, result generate, and conduct a discussion in the conclusion. This chapter is to help readers have more understanding and idea about the whole topic of this study. Moreover, this chapter will provide the linkage with next chapter. Based on referred from the journal articles, it can help to carry out the literature review.

CHAPTER 2: LITERATURE REVIEW

2.0   Introduction

Literature review is the study on the collection of information which includes substantial findings, theoretical and methodological contribution. In this chapter, a proposed conceptual framework will be presented and discuss on the relationship between performance appraisal, work life balance, training and development, benefits which affects turnover intention. The literature review is developed from the secondary data consisting of journals, articles, newsletters, internet and other secondary resources. In conducting this chapter, we rely mostly on journals, articles and internet source to support our statements. By using these resources, we are able to obtain a clearer picture by linking our dependent variable and independent variables.

2.1 Review of the Literature

2.1.1 Dependent variable: Turnover Intention

Chiu and Francesco (2003) stated that turnover intention is defines as the last stage in a sequence of decision-making thought processes for the employee who is going to leave their organization. According to Ramsey (2007), employee turnover intention is discussed in areas of behavioural studies. A person will take few predictable decision stages such as monitoring of labour market information, searching for alternative employment and begin to contacting prospective employers when he or she decided to leave from present organization (Ramsey, 2007). Besides that, a person does not make a simply decision to leave from present

organization. Therefore, the intention to stay or leave organization is the behavioural intention (Ramsey, 2007).

According to Ochola (2008), he documented that based on view point of psychological, employee turnover is focuses on negative of job attitudes and cause them of leaving from organization. Employee will feelings dissatisfied and have intention to leave when paid or promotion opportunities are too low to meet their expectation. When employee job satisfaction is low, this will cause of high employee turnover (Ochola, 2008). According Lowe (2004), she believed that lure provided by organization can influenced employee's satisfaction and stay remain to their present organization (Lowe, 2004). Turnover usually thought of as being followed by continued regular employment. New employee must be hired or to be trained when the position is vacated either voluntarily or involuntarily. Therefore, the replacement cycle is known as turnover (Gustafson, 2002). Turnover results in loss of talented employees from organizations, as well as the added expenses for recruitment and selecting and training (Dixon, 2007).

$$\text{Monthly turnover rate} = \frac{\text{Number of separations during the month}}{\text{Average number of employees during the month}} \times 100$$

Turner (2003) stated that employee turnover has been known as "the ration of the number of employee who left organization during the period divided by the average number of the employee in the organization during the period" and it is often bring effect to the effective functioning of an organization.

According to Bureau of Labor Statistic (2013), U.S. department of labour states that turnover rate in education industry during 2012 in US is 11.8% (2013). Moreover Warokka, Cristina, Gallota and Moorthy (2012) states that the average yearly turnover rate of executives in education industry in Malaysia is 29.28% which considered high compared to manufacturing and non-manufacturing industry (Turner, 2003).

Turnover intention is different from actual turnover (Ochola, 2008). Young (2013) mentioned that turnover intention is more complicated to study than actual turnover because once the employees have leaved the response rate of survey is often low. While researcher was found that intention to leave or stay to be a good proxy indicator for actual turnover. Besides that, we can conclude that turnover intention and actual turnover have positive relationship (Ochola, 2008).

In general, turnover can divided into internal and external turnovers. According to Kazi and Ghulam (2011), internal turnover defined as a change in employee's job description and job specifications which is job scope. Internal turnover can result in positive or negative. Positive can be increase of job performance while negative can be stress, disruption and decrease in job performance. Besides that, external turnover is a job turnover experience by an individual which going to leave from the current organization. External turnover also can bring positive or negative impact. Positive impact is increase in the salary and new working environment while negative will be lower down the satisfaction level due to strange in new working environment. (Kazi & Ghulam, 2011).

Beside this, employee turnover also can be classified into involuntary or voluntary (Young, 2013). Involuntary can be a termination initiated by

employer. The purpose of business does so is to reengineering the business or layoff poor employee. While voluntary turnover is employee resign by their own or making the decision to terminate their employee with their organizations. In voluntary perspective, those employee who leave is to seek for a better opportunities for their future, better working environment and rewards, health reasons, changing careers and retirement (Zainab, 2011).

Turnover intention is a serious issue that organization must take into consideration. According to Zainab (2007), predictors of employee turnover were tenure, age, pay, and employee perception of fairness. Besides that, Xin and Hong (2001) state that outside and inside enterprise conditions also may bring effect to employee turnover. This factor has impact on employee's ideas of choosing for new jobs and influences them to turnover (Xin & Hong, 2001). Similarly, Ochola (2008) said that external factors such as external job market, salary, benefits and promotion opportunities. Besides that, job satisfaction, organizational commitment and communication also considered important factors that affect employee retention (Lindsey, 2007).

Koay (2010) mentioned that employee serve as the backbone of the organization toward success. However, many organizations failed in hire and maintain quality, capable and suitable employees. Therefore, employers should take care of their employee's well-being in order to maintain or improve organization's performance to be globally competitive and providing quality products and services. Because it will keep their employees motivated to maintain organization productivity, human resources and bring more profit to the organization (Koay, 2010). However, loss of efficiency also should be concern. It's because as an employee's which is prepare to leave, they will stop working as hard as

before. It also will cause his or her co-workers increase their workload because of the individual that going to leave (Lindsey, 2007).

Moreover, turnover in organization is one of the invisible killers to the business in growing organization and country. This is because cost associated with employee turnover can't be calculated in their organization's profit or loss account at the end of the year (Anonymous, 2008).Based on Uyen (2008), he said that there are some indirect costs that involve in turnover. Which is loss productivity on the part of the outgoing employee and other colleagues who need to fill in once turnover occur. There could be loss of productivity on the department level. Employee turnover costs involved screening costs and evaluation costs. Screening cost is used to review resumes, responding to inquiries and providing information about the job while evaluation cost is time spent to evaluate the candidates, preparing and conducting each of the interviews (Koay, 2010).

According to Achoui and Mansour (2007), there are positive and negative consequences of employee turnover. A negative consequence includes cost on recruitment, selection, training and production lost. While positive consequences includes organization are allowed to hire new employees with more talented, replacement of poor performer, innovation, flexibility and offer opportunities to promote talented (Achoui and Mansour, 2007). However, surveys found that turnover will bring negative impact toward organizations which is cause high cost of recruiting, training, hiring, productivity loss during replacement or while the position is vacant, search and loss of high performers (Wan, Edward and Sharon, n.d.). According to Paul (2000), recruiting which involved in finding, hiring, interviewing a new employee is take a lot of time and expense for organization and staff to ensure new employee are willing to perform their task.

Moreover, White (2011) did a research in University and found that if turnover is occurred, they have to re-arrange the subjects that offering in certain course. All of these issues have a huge impact on the quality of education which being delivered and will have a negative impact to organization in the future.

Beside this, Jain also mentioned that employee quitting in the mid of the semester will affect very much as it is difficult for university to arrange the substitute and student to accept or accept new faculty in the mid of course. According to Shull (2010), he said that consequences of turnover not only for organization and individuals who leave from organizations but also to those who stay remain to organization, such as dissatisfaction with their own jobs. Those workers who stay perceive with those turnover workers will related to some negative aspect of the job and affect their satisfaction's level, since they are encounter those same negative element in their job (Richard, 1998). When this occurs, turnover can eventually lead to more turnovers (Shull, 2010). According to Obiero (2011), employee turnover also lead to depletion organizations productivity and force management to hire replacement employee to sustain or boost up the productivity. When new employee been hired, it takes time to learn and perform the tasks in order to meet the target that set by organizations (Dessler, 2011).

In our research, we study how performance appraisal, work life balance, training and development, benefits affects employee turnover intention in private higher education industry. According to Chiu and Francesco (2012), they mentioned that performance appraisal is the factors that affect turnover intention. Furthermore, Zainab (2011) found that work life balance have a relationship toward turnover intentions. Thus, Choi, Perumal, & Ajagbe (2012) state that turnover intention also being affected

by training and development. Lastly, benefit is one of the factors that will affect turnover intention (Xin & Hong, 2011).

2.1.2 Independent variable: Performance Appraisal

Performance appraisal (PA) is a system or form to assess the employees' job performance, employees' job performance is assessed through interview and the feedback is informed to them (Dessler, 2011). According to Kuvaas (2010), PA also has same meaning with performance review, performance evaluation, and other related terms.

Besides, it is also an instrument to evaluate employee's expectation towards their job, employee actual job performance, and their performance is assessed and feedback is given to the employees based on the performance evaluation (Adeel & Tahir, 2013). Zainab (2011) had indicated that Integrated Organizational Performance Management has been with strategic or planning for individual goals and metrics.

On other hand, the two common evaluations in functioning the employee real evaluation tool are what to measure and the ways to measure it (Dessler, 2011). What to measure is a method used to measure the employee's performance, such as how well they perform, time period and their contribution on works (Joarder, 2011). It is also measured in term of developing employees' competencies or meeting specific goals (Murphy & Heinze, 2007). Whereas there are some methods that are available for implementation of the way to measured it (Dessler, 2011).

There are some methods to evaluate an employee's job performance such as forced distributions, graphic rating scales, ranking, paired comparison, alternation and others to measure traits (Joarder, 2011). Besides, some methods can use to assess employees' behaviours such as critical incidents, narratives, electronic monitoring, BARS and BOS (Ahmad, 2008).

According to Lindsey (2007), the manager analyses every employee's personal evaluations and record down the final evaluation before an individual interview for each employee with managers and their evaluation of that employee. Besides, the researcher also indicated that they plan future goals and discuss career development after the session of interviewing (Adeel & Tahir, 2013).

According to Chiu and Francesco (2013), the general objective of performance appraisal is primarily to improve an organizational efficiency. However, this efficiency is expected to be achieved through settings of a wider range of organizational objectives (Powers, 2004) that reflects the source of perceived performance appraisal variation.

Whealtley (2012) indicated that PA will bring more effect on personal careers and daily business compared to other management operating. Besides, PA able to make work lives more efficient and even motivates company staffs. Evaluating employees effectively and these appraisals can help company show where the strongest of their employees, improve weaknesses, and how well they have followed up to meet the objectives of the firm (Auluck, 2007).

However, PA also will bring the some problems to HR area and has the negative sides when make evaluation of employees and thus it is not encourage using by upper managers and HR departments (Dessler, 2011).

In other words, PA also can said is "one of six deadly diseases" in which that cannot bring the success and achieve future goals of the company (Staff of Employee Recruitment & Retention, 2010). Khalid, Niza, Ismail and Razali (2011) had argued that performance evaluation in which it is a process and involve rules to follow but not a single item and form.

According to Barry (2008), measuring productivity of employees is difficult because the work lives are complex and unpredictable. It is not fixed and all depends on the characteristic of jobs that different from time to time (Mcphee, 2013). In addition, many appraisal systems are subjective and employees receive negative feedback reflects badly on the supervisor (Thomas, 2013). It is not similar to that managerial problem which can solve the solution successfully compared to a useful and valid method of performance evaluation (Riccio, 2010).

On other hand, there is another disadvantage of appraising performance concerned by the employees on poorly supervisor and their failures to provide regulate, appropriate and constructive feedback about employees' job performance and improvement areas (Phyllis, 2001). Riccio (2010) found that employees are unhappy when there is no periodical or routine feedback from their superiors.

The efficiency of the appraising performance also relies on how fair someone perceived it according to the organizational justice theorists.

(Joarder & Sharif, 2011). Besides, the researcher also found that the components of fairness which are procedural and distributive should have a good influence on the workers, and then they will accept the process arrangement and its consequences. Iqbal (2002) defines financial and non-financial Key Performance Indicator (KPIs) as a set of measures focusing on factors that are most critical for the success of the organization. KPIs can be integrated into accounting and reporting systems to provide the business owners with their required information needs (Abendschein, 2009).

Adeel and Tahir (2013) pointed out that the organizations had to train those who give rating to the workers to improve their observational skills. Grote (2010) argued that personal development or improvement plans should also be recommended in organization. Besides, the researcher also stated that there is necessary be responsible towards the workers. For example: being responsible for searching feedback and carry out an individual evaluation from time to time (Chimote & Srivastava, 2013). Specialists involve in reviewing the PA results to avoid any unfairness in the company department (Staff of Employee Recruitment & Retention, 2010). Bridie and Noreen (1993) have stated that mathematical approaches developed are able to compare and select the best PA method to use in given situation.

Evolution and effect of perceiving the effectiveness of PA on turnover intention have been disregarded by the researchers (Gnaster, 1995). This career advancement path together with their attitude and positive thinking would lower their turnover intentions (Bridie & Noreen, 1993).

In conclude, PA has becoming the common and serves as a vital human resource practice in organizations (Adeel & Tahir, 2013). The practice that was concentrated on the control and maintenance based on the approach that associated with improvement, motivational and developmental concerns (Heinze, 2007).

Thus, exercising performance appraisal improvement to enhance work lives should be concerned and treat it as an important mission in reducing employee turnover intention (Joarder & Sharif, 2011). Thus, organizations should concentrate more on how to appreciate and recognize their employees' contribution effectively (Palaiologos, Papazekos & Panayotopoulau, 2011).

2.1.3 Independent Variable: Work Life Balance (WLB)

According to Yuile (2011), WLB is a state where employees satisfied their well-being and self-fulfilment by dealing with different kind of conflicts. In order to have successful WLB, Ang, How, Ong, Teoh & Yu (2013) stated that support of management should reduce the conflict and at the same time promote satisfaction of employees. By providing the work life balance policies, it shows organizations are not only cared with their business but also concerned with their human assets such as caring their employees and their families (Saif, Malik & Awan, 2011). This also fulfilled the social responsibility which will enhance the image of organization (Saif, Malik & Awan, 2011).

Next, Singh (2010) explained equilibrium supposed to exist when there was minimum conflict of roles in working place and at home. Most of the employees experienced failure in WLB because of the inconsistency of demands from the work and family role. According to Moore (2007), good WLB would lead employees to have such a feeling of using different kind of WLB to balance and match their different roles or other tasks such as family role, hobbies, and so forth, rather than concentrating particularly on work. In other words, WLB refers to the capability of ones, to manage their work and family roles successfully regardless of gender and age (Wheatley, 2012). Similarly, Thomas (2013) defines WLB as "satisfaction and good functioning at work and at home with a minimum of role conflict".

Research found out that academic staffs feeling depressed or stressed mainly because of work overloaded, lack of recognition and reward (Noor, 2011). According to study, the stress they perceived in balancing work and life would affect their occupational attitudes (Noor, 2011). University management should figure out the ways in enhancing the satisfaction on WLB programs and at the same time reduce the rate of turnover intention of academic staffs (Cameron 2011). Cameron (2011) suggested university managements should have provide some programs such as flexitime, job sharing, training programs and so forth.

There was a considerable research focuses on the effects psychological distress has on organizations. This research showed that employees who have higher mentally distress have poor job performance, increase in absenteeism, a reduction of productivity and a reduction in overall performance (Andrew, Nora, Allen & Kari, 2013). In fact, workers who felt tension between their job demands and family responsibilities reported increased levels of burnout at work (Thomas, 2008) .This further explained

by Baral and Bhargava (2010), WLB has implication towards employee attitudes, behaviours, and productivity in work place. Moreover, the stresses that rose from the workplace and home contributed considerable psychological and physiological distress and this led to burnout (Baral & Bhargava 2010). Next, Powers (2004) implied that lack of knowledge and support to balance family and work is one of a main reason of stress in workers and it is spreadable. Ransford (2008) have also found out that employees tend to be more stressed with little or no organization support for family lives, they reported with higher level conflicts between work and family.

In this era of globalization, WLB policy has been treated as one of the most important workplace qualities in the organization (Ang, How, Ong, Teoh & Yu 2013). It can minimize the negative impacts such as stress, turnover, absenteeism and at the same time improve and achieve organizational's efficiency and effectiveness (Ang, How, Ong, Teoh & Yu, 2013). In order to reduce cost, it is a must for organization to understand the important factor of WLB and to uphold WLB programs (Kanwar, Singh & Kadwani, 2009). For those organizations who looking for increasing competitive advantage must "develop highly skilled, flexible and adaptive workforce" and therefore WLB programs are needed to support employees since they are the asset of the organizations (Grandi, 2012).

Next, Balmforth and Gardner (2006) found out companies that offered work life balance have reported better commitment of employees and expressed more behaviors in-kind. Furthermore, Thomas and Gnaster (1995) found that when organizations offer more WLB programs, the stress in the work place is significantly reduced. Therefore, the way the organization deals with work life issues has strong effects on individual

workers, which influences the success and functioning of the organization (Deery & Jago, 2009). Not only that, Lazar, Osoian and Ratiu (2010) in their research study mentioned that by providing WLB programs and organization support, it could decrease work life conflicts and increase image of organization.

Boren (2010) also indicated that organizations that provided employee work-life management were better in retaining employees. More in detail, it has been reported that WLB policies are not only attractive to job applicants; applicants have a positive perception towards WLB policies in a way. They comprehended the WLB policies and have the perception of companies do care about employees (White, 2011).

Nowadays, employees prefer non-monetary benefits that help in work-life demands rather than traditional benefits such as compensation and bonus (Baral & Bhargava, 2010). A study revealed that flexible working arrangements will cause higher levels of motivation, commitment and satisfaction of employees (Grand, 2012). This makes them to have better self-reported-focus, concentration and hence increase in productivity (Grandi, 2012). Telecommuting is one kind of WLB practice that support employee to have better performance. A positive relationship has been revealed between telecommuting and performance of employees (Grandi, 2012). In other words, telecommuting allowed employees to work at home which at the same time fulfill their roles in family life (Morgan, 2009). These locations are linked electronically to a central office (Morgan, 2009). There are some advantages in telecommuting such as reduced cost of office space and parking, increased productivity and performance, increased recruitment and retention of workers, increased staffing flexibility and reduced travel cost (Galusha, 2011). Galusha (2011) also further elaborated organization that offers telecommuting program has the

potential to attract and retain talented workers and this will enhance company mobility.

Organizations provide various kinds of WLB programs such as compressed work weeks, flexible working time, leave application and child care system to serve the different needs of their employees. Compressed work weeks mean working in full-time schedule with fewer and longer days (Morgan, 2009). Employees usually have one extra day off every week or 2 weeks (Morgan, 2009). Mansfield (2006) derived there is a relationship between number of hours worked weekly and imbalance of work-family. In other words, by working more than usual, it will most likely to increase family work conflict (Almestica, 2012). However, employees will have more time whenever they worked less than or thirty hours a week. In this case, employees will spend their time with their family and hence, conflicts between work and family are likely to be reduced (Marsh & Musson, 2006). Next, according to Morgan (2009), company who offered flexible work policies has the potential to attract the best talents, increase job retention and satisfaction. Flexitime allows employees to select working hours based on times that employees are scheduled to work (Whealtley, 2012). This can be further elaborated by Mansfield (2006), flexitime can be characterized by three elements; first, employees choose the arriving and leaving time in workplace. Second, employees must be present during the organization's core hours; and third, the total number of hours in paid employment is equal to the number spent in paid employment.

Whenever the employees received the WLB programs, they will feel more comfortable and hence they would be more productive and optimistic about future (Ueda, 2012). This can be further elaborated that for businesses and organizations, employees gained benefit in that they can

meet community responsibilities and enhance satisfaction. At the same time, best talent could be retained and more new talent would be attracted (White, 2011).

In the workplace, it is important to have stress management and training to reduce stress (Boren, 2010). In order to satisfy needs of employees who experience work-life issues, organizations should implement training programs which designed to equip workers with skills associated in managing work-life stressor (Boren, 2010). Besides that, a supportive relationship in the workplace is one of the ways to improve employees to adapt to WLB. In fact, institutionalized social support programs were seen to augment existing stress reduction programs in organizations, leading to a greater reduction in perceptions of stress (Dash, 2012). By developing fair and supportive supervisors system, employees would adapt better to the WLB programs (Grandi, 2012). Besides that, a better reward and performance appraisal system and facilitating participation in WLB programs among all employees, stress would be reduced and better satisfaction with work-life balance would be gained (Grandi, 2012). Next, managers is always the main role in implementing WLB programs because they make significance choices regarding the adoption of workplace practices and therefore, they could influence the initiative of employees to balance their work and non-work demands. When managers are supportive, employees are likely to take up available WLB programs (Marafi, 2013).

Among generations, Gen Y valued work-life balance more than previous generations. This can be seen when Baldonado (2008) stated Gen Y members do not really concerned about salaries. They do concerned more about flexible working hours, and a better work-life balance (Baldonado, 2008). As time goes by, technology now has been the key in making WLB

to be more acceptable and easier to attain. Most of the time, managers who allowed their employees to think freely and worked under a comfortable workplace (telecommuting), may get better result than working under a dull environment. According to Uba (n.d), Generation Y's expectations for their future involved the flexible working hours, maintaining relationships with their colleagues and their health. They prefer to work from home if it is suitable to their occupation in order to achieve the balance (Uba, n.d). They want flexibility in order to not miss out anything they felt important. Result showed that Gen Y are able to balance their commitments may also indicate that multi-tasking is a strength that the incoming labour force will bring to the organization (Uba, n.d).

2.1.4 Independent Variable: Training and Development

In HR practices, training and development (T&D) be treated as one of the most important elements. According to Schuler and MacMillan (1984), T&D is a practice of human resource management which can enhance or generate a competitive advantage to an organization if being well planned before carried out the training and development. Training is a significant element in human resource practices in order to assist employees to obtain new skills and knowledge to maintain or improve their performance in corporate world (Joarder & Sharif, 2012). According to Mcphee (2013), the success of company is depends on the degree of training which received by the employees in order to enhance their professional and work performance. Definition of T&D in education line is an important human resource practices which will greatly affected the job satisfaction of employees in the organization (Joarder & Sharif, 2012).

Furthermore, training is a planned activities which organized by a company to improve the skills and knowledge of their employees in order to change or consistent their behavior to match with the organizational objective (Dardar, Jusoh & Rasli, 2011). Training programs help to reduce or eliminate the gap between existing competencies and required competencies of employees in order to achieve organizational goal in an effective ways. Other than that, effective training programs enable to increase the job satisfaction and reduce the leaving intention in the organization (Dardar, Jusoh & Rasli, 2011). However, training and development is two different activities. In general, training is a program which to enhances the abilities of employee and increase the effectiveness in their job role. In contrast, development is a program which focuses in long term perspective and extends to the career planning and development is focus on the career enhancement of employees in the organization (McDowall & Mark, 2010).

As stated by Joarder and Sharif (2012), training and development program to be carry out is aim to reduce or eliminate the turnover intention of employees in the organization. Training and development program is a practice which organization used to build a life-long relationship with their staffs. Organization provide training and development program to their staffs and it will also take consider as one kind of investment to the employees as well as the organization. Commitment can be produce through the training provided by the employer as well, because it makes employees feel that being care by the organization and also appreciated their efforts and invest in them. Performance of the employees will be improved due to the T&D program because the skills and abilities were increased, this will directly lead to job satisfaction and reduce the intention to leave. Beside this, T&D program helps employees to achieve their career objectives and improve employee's abilities to purse new career path (Dardar, Jusoh & Rasli, 2011).

Auluck (2007) stated that there are three benefits which can derive from training, which are personal benefits, career benefits and job-related benefits. For personal benefits, training is able to improve employee job performance and also in personal development in order to achieve career objective and perform better in their job role. On the other hand, training will also provide career benefits to employees because training is able to help in identifying career objective of employees and provide chances to purse a new career path for them. Job-related benefits can be gain through training, job-related benefits refer to the relationship between other parties in organization such as colleagues, subordinates, supplier, etc. (Ashar, Ghafoor, Munir and Hafees, 2013). Moreover, according to William (1992), additional personal benefits can be included career advancement, job security, job satisfaction and personal fulfillment. Several studies have argued that training and development program is the critical element to affect employee's turnover in workplace (Ismail, Suhaimi & Bakar, n.d.).

The importance of training and development is to build up a life-long relationship and strong commitment between employer and employees to reduce the intention to leave and provide the support and guide in long term career advancement and development (Joarder & Sharif, 2012). Through training its can reduce the turnover intention to leave and improve the performance of employees in the organization. Furthermore, it also able to help employees to have greater career opportunities and also achieve competency at work by enhances the skills and knowledge (McDowall & Mark, 2010).

Training can be categorized in two which are specific training and general training. Specific training is training program which able to improve the ability and skills of employees in performing specific task in current organization (Ashar, Ghafoor, Munir & Hafeez, 2013). According to

Muhamand Ashar, Muhammad Mudasar Ghafoor, Easha Munir & Sadia Hafeez, (2013), employer should invest more on specific training because it helps to increase the productivity and efficiency of employees and it will directly improve the performance of the organization. Furthermore, this type of training do not increasing any job opportunity to the employees because the skills and knowledge gained only can be applied in current organization; it will make employees loyal with current organization and employer also will not fire them due to the abilities of employees which can enhance the performance of the organization.

This indicates that specific training has a stronger relationship with employee turnover intention. On the other hand, general training is training which able to improve skills and knowledge and in helps for any organization equally (Ashar, Ghafoor, Munir & Hafeez, 2013). One of the examples of general training is formal education program and the knowledge gained can be applied in any organization. This type of training does not have any relationship with employee's turnover intention (Ashar, Ghafoor, Munir & Hafeez, 2013). Becker (1962) stated that risk come along with general training because skills and knowledge gained by employees from general training are transferable to any organizations. However, employer can't ignore training and development because it helps to increase the effectiveness and efficiency of organization's performance.

Generally, organization who has invested more on training and development normally will experience fewer turnovers. Training and development programs are able to create a long term positive relationship between employers and employees and the commitment of employees will be increased too. Thus, organization will enjoy fewer turnovers and increase the employee's retention (Joarder & Sharif, 2012).

2.1.5 Independent Variable: Benefits

Benefit is defined as a reward or encouragement which is given to the employees who are performing well and excellent in organizations with non-cash rewards provided for example customer services care, child care, support to colleagues and others. These benefits are independent on achievement of pre-determined target (Abdullah, 2013). Employees who are satisfied the organizations' benefits are seldom to quit their jobs. It differentiates into two types of non-monetary benefits which are rewards and recognition. According to researcher Abendschein (2004), rewards and recognition program is a method for acknowledging the contributions of individuals and groups performance. It included public acknowledgment of individuals and group teams, personal feedback, merit awards, performance reviews, letters of commendation, certifications of merit, articles in bulletins or newsletters, and announcements at meetings (Abendschein, 2004).This is the ways to retain and motivate employees to perform at higher standard of excellence and search utilize the recognition and rewards to balance the employees' own needs to achieve the mission and goals in the institution (Abendschein, 2004). Rewards and recognition who are playing a role in the development of human capital in workplace (Wan,2013). Rewards and recognition programs that recognize individual or team performance offer organizations a strategic means of motivating the workforce and retaining high performing employees.

At first, in the rewards area, non-financial rewards refer to the benefits which given by the employer to those employees have good performance and loyalty (Whitaker, 2010). This also defined as the ways that encourage the employees have a good performance and loyalty to reduce the turnover retention in workplace (Pulina, 2010). The terms of non-financial rewards also named as Relational Rewards because employers are focused about

development, learning and working experience of workers to increase employee motivational level and productivity (Hijazi, Anwar, and Mehboob,2007). Examples of non-monetary rewards are included team events, subsidized meals and services, education, additional holiday and reduced working hours.

Rewards are differentiated into two types which included contingency and non-contingency (Bozeman & Perrewe, 2011).Contingency rewards are based on some of the types of the desired behaviour and performance of the employees. For example, employers give special and personal thanks for handling a difficult request from customers and project performance completion to the employees who are given the task to handle it (Nelson, 2001). For non-contingent rewards, there are present or physical provided. Organizational benefits are provided to all members of the organizations are entitled to an activity such as holiday party and birthday cards who give to the employees (Nelson, 2001). For another example company can provide the employee-of-the month programs to those of the employees who are performed well and productive during that certain month (Hijazi, Anwar & Mehboob,2007).

The purpose of rewards is fulfilled the unlimited needs of the employees (Berberian, 2008). Nowadays financial or monetary rewards are not enough for people, whether managers or workers from business also need rewards and pride. Employee are getting more attracted to the organization for those which shortage of the workers if the company shows their interest and sincerity to the employees (Lamont, Steve & Podd, 2011). As a result, the employees tend to be happier, productive, and more interested in their jobs and the tasks assigned by organization (Palmer, 2006). As a people say, business easy created but hard to maintain it. In the increasing number of business failing, rewards are considered as a method that

contributes to the organization to promote teamwork, productivity, creativity, and budget control (Berberian, 2008). Furthermore, there also is the objective for keeping and retain good employees or staffs had become a challenge for today's managers in workplace nowadays.

It cannot be underestimated about the importance of rewards in improving employee retention among the employees in workplace. Rewards play an important role in the perception of the employee in organization (Palmer, 2006). When organizations increased tools such as family benefits and opportunities and increasing holiday, the employee may be motivated and perceive the organization such as contribute to organization (Wan, 2013).

Employee rewards provide a powerful means and benefits of engaged a workforce (Whitaker, 2010). Institutions must innovative the way of rewards continuously in which rewards can be used to motivate and retain their staff due to the employee will have the feeling of satisfaction when they know that they have done an excellent job and are happy to repeat the task or perform in a similar manner to replicate the previous result when organizations maintain rewards, recognition and benefits into the culture (Kummerfeldt, 2011). Besides that, employees relate to their company will consider the company as a second home and are willing to invest the extra effort to work harder. Employees feel empowered and believe their work makes a difference (Abendschein, 2004).

In general, according to researchers stated that rewards and turnover intention are positively correlated (Berberian, 2008). Rewards are regarded as the most important tools and about 70% of employers used non-cash awards in organizations because non-monetary will be influenced to the employees more than monetary considerations (Suh, 2008). Employees

will not be swayed and maintain the job position if the company provided higher needs and higher satisfaction for the employees (Wan, Wong & Kaur, 2013).

Secondly, recognition in organization defined as the normal but powerful tool that is used to lead employee commitment and engagement (Mcphee, 2013).Recognition, it can say that it is kind of the form of awards, but researcher argued that it has begun to be studied in economic despite in corporate business world recently. In aspect of organizations behaviour research, it had been examined in the context of reinforcement theory, goal-setting theory, and social cognitive theory (Lourenco, 2010). Furthermore, it also defined as a psychology theories provided a positive effect of recognition on performance to employees and identify several mechanisms in workplace. It can identified esteem and acknowledgment as goals of human actions, human needs, and motivation (Young, 2013).

The purpose recognition on the performance of lower-level employees is to solve the internal problem in organisation and realism which probably the benefits are inconsistent with what the manager promised to the employees (Zainab, 2011). Therefore, at first, recognition should always be used. They need to be provided to each of the employees to make the employees feel they are valuable. Second, recognition should be specific and precise to make sure what types of recognition makes it meaningful and worth to be provided for the employees in order to create win-win situation to the company itself and employees. Third, rewards should be provided on timely, it should be takes place in a short period after the employees perform well in a certain task (Mieszczak, 2013).

The benefit of the recognition can be effective as incentives without added direct monetary cost of bonus (Ahmad, 2008).Recognition has a positive effect on performance because employees derive utility from the predictive value of recognition relative to future desired outcomes like a promotion, raise, or project assignment. Thus, Baker also stated that it will affect the employees' behaviour by signalling the principal's private information has also been presented in economics. It will caused the employees have the motivation crowding out in negative interpretation or crowding in positive interpretation that will affect their performance (Wan, Wong & Kaur 2013).

Adeel & Tahir (2013) argued that recognition also important to employees' motivation and productivity. The result is improved the performance of the organizations if the organization provided effective use of recognition. Thus, employees' morale will be increased because recognition will make the employees as their part of feelings of value and appreciation in organization. Besides that, Danish and Usman (n.d.) also argued that a suitable atmosphere that can motivate employees to achieve their high performance in workplace when rewards and recognition are implemented properly.

In the study, we found that recognition is more effective and contribute for women compare to men. Those who are more experienced employees represent react more to recognition awards compare to the employees who are less experienced (Islam, 2012). Abdullah (2003) also stated that praise and recognition are the most important rewards in organizations and effective ways of motivating employee behaviour.

In general, non-financial recognition started to become more important and pertinent to consideration and retention. Certain non-financial motivators, such as recognition, are achieving a higher retention rate, lower turnover, and higher motivation among current staff in workplace (Bialopotocki, 2006). Company losses will decrease if these employees are retained and there is recognition that non-financial motivators are important to these personnel (William, 2005). Prior literature shows that significant increases in employee compensation are more attributable to promotions than to bonuses for a given job category and recognition is important to employees as a signal of desired future (Henagan, 2006).

2.2 Relationship

2.2.1 Relationship between Performance Appraisal and Turnover Intention

Johnson (2011) indicates that satisfaction on performance appraisal has negative relationship with turnover intention. If feedback validates the employee's contribution to the organization with recognition of his or her performance and identifies potential promotional prospects within the organization, therefore there is an increase in desire to stay with the organization (Lindsey, 2007).

The relationship between performance appraisal and turnover intention has become the area to be discussed in management research (Lazar, Osoian & Ratiu, 2010). One of the goals of PA is to attract more well performed

staffs through quality performance appraisal that leads to fair compensation amounts and high motivation (Zikmund, 2003).

Therefore, the perceived of performance appraisal is able to encourage an employee to stay within his or her current job (Marafi, 2013). According to Naresh, Chong & Pawan, 2001), if a staff perceived low performance appraisal effectiveness will affect the interest of a staff. They will feel that their contributions are not appreciated and recognized by organization, thus it will bring negative behaviour in organizational (Marina & Normala, 2013).

Procedural justice suggests satisfaction with the appraisal process will enhance self-esteem and positive identification with the organization (Kondrasuk, 2011). Job satisfaction should increase and a stronger commitment to the organization should follow with a positive attitude toward both the job and the organization (William, 1992). Heinze (2007) supports the concept that satisfaction with the appraisal process significantly influences overall job satisfaction when the appraisal process itself is measured rather than evaluating only the appraisal feedback (Markus, 2012).

The formal appraisal process offers both the individual and the organization opportunity for successfully improving job performance; increasing job satisfaction and decreasing turnover rate (Lindsey, 2007). On the other hand, emphasis on an organizational culture supportive of the feedback processes has been the subject of empirical research (McDowall & Saunders, 2011).

Formalized annual performance appraisal focusing on issues involving enhancing performance and distributing rewards, an environment encouraging the enrichment of attitudes, experiences and skills. These are increasing the effectiveness of the individual has become central to many human resource practices (Kuvaas, 2010).

In 2001, a research by the American Psychological Association conducted on hundred and thirty staffs of a pharmacy workplace indicated that it is important to understand under which conditions, in which well performed employees either want or do not want to quit from the organization, it has proved that relationship link between job performance and voluntary turnover (Choi, Perumal, &Ajagbe, 2012).

Performance appraisal is having negative relationship with staff's turnover intentions. If they are fair evaluated, they will compensated with benefits and rewards based on fair evaluation (Kondrasuk, 2011). It also will lead to individuals to quit from the job in which the company offers fair performance appraisal system. Therefore, employees will be more willing to stay with their jobs and has low probability to quit from the organization if fair performance appraisal system exists (Powers, 2004).

2.2.2 Relationship between Work Life Balance and Turnover Intention

Generally, employees' behavior and attitude are correlated with the impact of WLB (Noor, 2011). The turnover intention might have increased if WLB are not adopted by employees (Jan, Marwat & Arif, 2009). Same

goes to the lives of employees, they might feel stress when they failed to balance their work and non- work demands which at the end result in intention to leave the organization (Noor, 2011). Intention to leave the organization always brings along with negative effect to organization such as lowering the morale of employees which overall give the impact to organization, weakening the strength of human resource, and when employees left the organization, time will be wasted in recruiting new members (Ghayyur & Jamal, 2012). Furthermore, new members have to adapt to new environment and create social bond with other members. These will causes lot of resources and time wasted (Ghayyur & Jamal, 2012).

According to Malik, Saleem and Ahmad (2010), organization that implemented a healthy WLB will result in better satisfaction among employees. They further explained that whenever employees were able to manage their conflicts between work and family, it can enhance their satisfaction and also reduce the turnover intention (Kalliath & Brough, 2008). This is supported by Kanwar, Singh and Kodwani (2009), impact of WLB and burnouts on job are interrelated to each other. In other words, the better the WLB programs, the higher the retention rate and hence reduce the turnover intention.In order to reduce the turnover intention, the creation of WLB is a very important factor for the research in future (Bilal & Raza, 2010). It is recommended using WLB to reduce turnover intention and at the same time enhance commitment of employees. According to Bilal and Raza (2010), employees' assistance programs are part of the WLB. It does not just limit on counseling services but also help employees in reducing stress and solving personal problems as well. Examples of employee's assistance programs are counseling, childcare, eldercare, balancing work and family.

2.2.3 Relationship between Training and Development and Turnover Intention

In general, organization who has invested more on training and development normally will experience fewer turnovers. Training and development programs are able to build a long term positive relationship between employers and employees and the commitment of employees will be increased too. Thus, organization will enjoy fewer turnovers and increase the employee's retention (Joarder & Sharif, 2012).

Training and development practice can provide job satisfaction to employees and it will directly influence the turnover decision of employees (Joarder & Sharif, 2012). If there is more training program invested by employer more satisfied employees in the organization and it leads to lesser turnover intention (Chang, 1999).

However, Auluck (2007) claims that training provided for employees will increase the turnover intention especially general training. T&D is a HR practice which to improve the skills and knowledge of employees in order to have a better performance in their respectively job role (Ashar, Ghafoor, Munir&Hafeez, 2013). Haines argue that actually training is a practice to make employees more attractive to the other organization because training and development program provide employees the opportunities to enhance their job competency, employment opportunities and job mobility, therefore it directly increases the intention to leave of employees. Nowadays, there is still no clear and direct evidence to prove that whether training and development really have a great impact on turnover intention

and be able help organization to retain those talent and potential employees.

2.2.4 Relationship between Benefits and Turnover Intention

In general, there is a negative relationship between the benefit practices and the turnover intention in workplace. If benefits provided more to employees, definitely turnover intention will be decreased in organization. Employee will desire a compensation system that they perceived fairness with their knowledge, skills, and experiences in workplace (Hijazi, Anwar, & Mehboob, 2007). Now, benefits are more concern to them for example recognition programs, flexible working hours, medical insurance and others to retain and motivate employees in workplace (Choi, Perumal, & Ajagbe, 2012).

For instance, nowadays a lot of Southwest airlines emphasized the human resources department to strengthen benefits strategic to enhance the employee performance and reaffirm their value (Goh, 2012). Recognition ceremony hosted by Southwest Airlines to show their appreciation for a volunteer's years of service (Choi, Perumal, &Ajagbe, 2012). Moreover, now many organizations host annual volunteer luncheons to award volunteers for all their hard work and efforts on behalf of the organization. Other simple recognitions included certificates of appreciation and letters of recommendation (Kummerfeldt, 2011).

Besides that, benefits which provided by company will be used to develop employee skills, career opportunities, and quality of work life (Bari, 2013). To avoid the turnover intention, all of these will bring advantage for the employees have an opportunities concerned with learning, development, and work experience of workers (Hijazi, Anwar, & Mehboob, 2007). As employees received these kinds of benefits, definitely the most of the employees will be remain to stay in the organizations which significance to keep employees motivated and improved their productivity (Hijazi, Anwar, & Mehboob, 2007).

Other than that, due to organization fulfil the psychological contract to the employees, organization which provided the strategic benefits practices make the way to be an effective organizational commitment and the staffs are less likely to leave the organization and stay loyalty to the organization (Kondrasuk, 2011). It shows that supervision, employee relationships, nature of the job and promotion opportunities moderately to employee retention. Intrinsic rewards and employee retention are positively correlated. All of these factors will be contributed more to satisfaction and retention of the employees in organizations (Bari, 2013). Besides that, these will bring employee have a job satisfaction and consider as a positive emotional state from the employees job (Kummerfeldt, 2011). Therefore, the probability of employee retention will be higher in workplace.

Overall, now most of the organizations are providing reward and recognition programs to motivate employees to perform at higher levels. Besides that, this also will be encourage employees leadership, enforce their accountability, and as a tool in recruitment and retention (Abendschein, 2004). By providing meaningful and richness work and the greater opportunity to fulfil all the employees of the company, people will

be motivated, and create a more favourable situation for employee and employer to reduce turnover intention. Benefits need to be used to attract and retain employees to contribute to the organization's survival, growth, and future (Koay, 2010).

2.3   Review of Relevant Theoretical Model

2.3.1   Performance appraisal

2.3.1.1   Model 1

Figure 2.3.1: Factors Contributing to Turnover intention
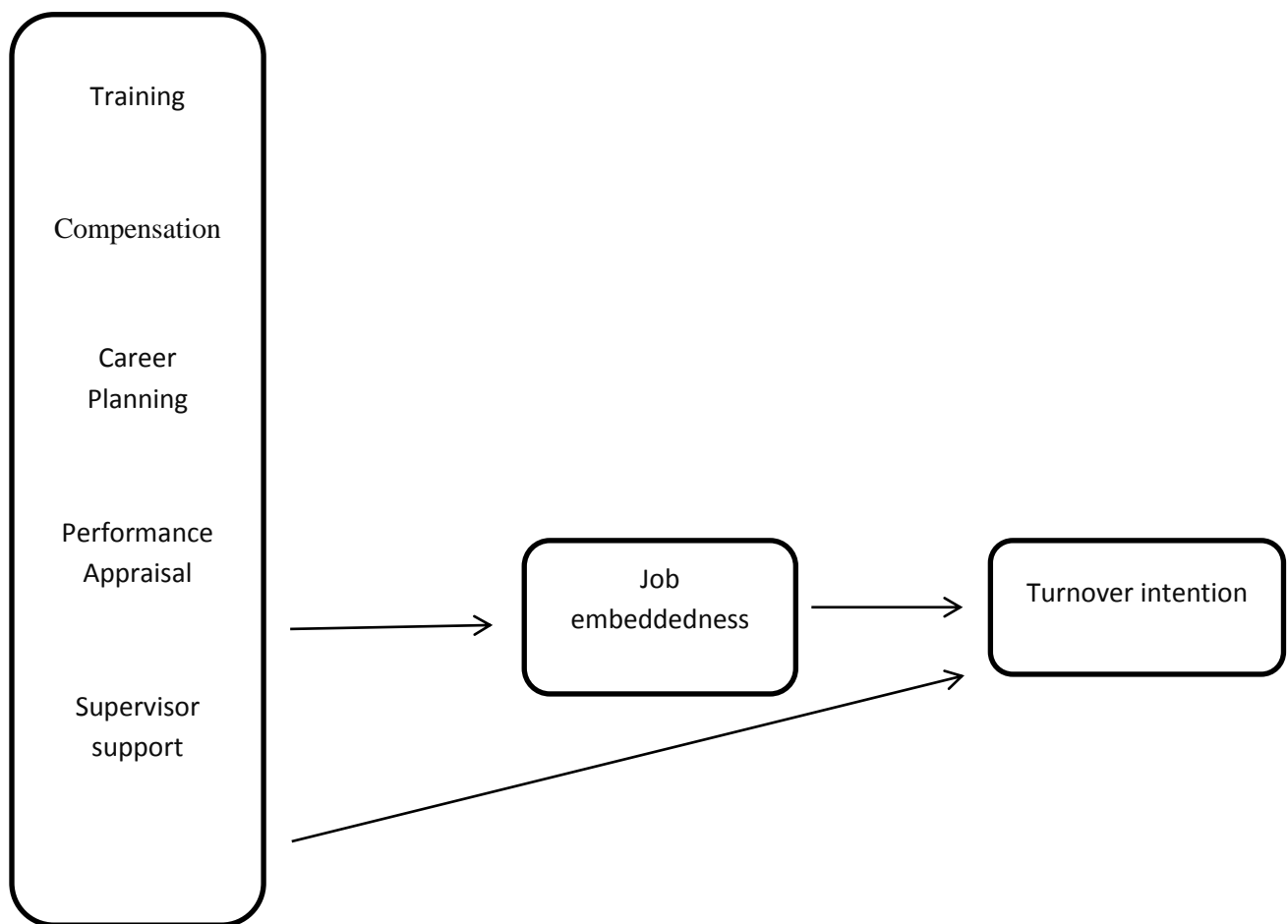
Notes Adapted from Khattak, Hussain, Mehmood, Mumtaz, Ijaz, Kashif, (2012)

Based on the model from Wan, Wong & Kaur (2012), the turnover intention is affecting by five variables which istraining, compensation, career planning, performance appraisal and supervisory support, which is also mediated by job embeddedness. As an example that related to our study, if an employee is provided with training facility and become trained, he or she will think about to quit from the company because more chances are present in the workplace for those who are get trained before. Thus, turnover intention will increase. If who wants to leave from the current job, they will also think about the benefits which linked to their present job that they had contribute before. Higher compensation will bring lower turnover intention.

Besides, if the company provides more chances to their staffs for encouraging and compensate, they will be more motivated and stay with their current job, turnover intention is lowering. If staffs are fair evaluated, it would be causes the individuals to quit from the current workplace which implements regulated performance appraisal system. Then, they will be more willing to stay with their jobs and lower turnover intention rate if fair performance appraisal system exists. If they have good relationship with their upper managers and other colleagues, then they will lose interpersonal, intrapersonal and respect if they are leaving from the present workplace. Thus, higher supervisory support will bring lowering turnover intention.

2.3.2   Work life balance

2.3.2.1   Model 2

Figure 2.3.2: Factor Contributing to Turnover intention

Notes Adapted from Noor (2011).

Based on the model from Khairunneezam (2011), the independent variable which is work life is affecting dependent variable, turnover intention with the immediate effect which is the job satisfaction and organisational commitment. Work life balance is related to the job satisfaction and it has positive relationship to the job satisfaction (Ahmad, 2008). Besides, there is the relationship between staffs' satisfaction with human resource practices and affective commitment to their workplace. Work-life balance is combined with the workplace commitment of all staff departments. An organisation's work-life balance brings greater productivity, greater loyalty of staffs towards company and low probability to quit from their workplace (Ahmad, 2008). Thus, work life balance has negative relationship significantly with turnover intentions. The greater the work life balance, the lower the turnover intention.

2.3.3 Training and development

2.3.3.1 Model 3

Figure 2.3.3: Factors Contributing to Turnover Intention
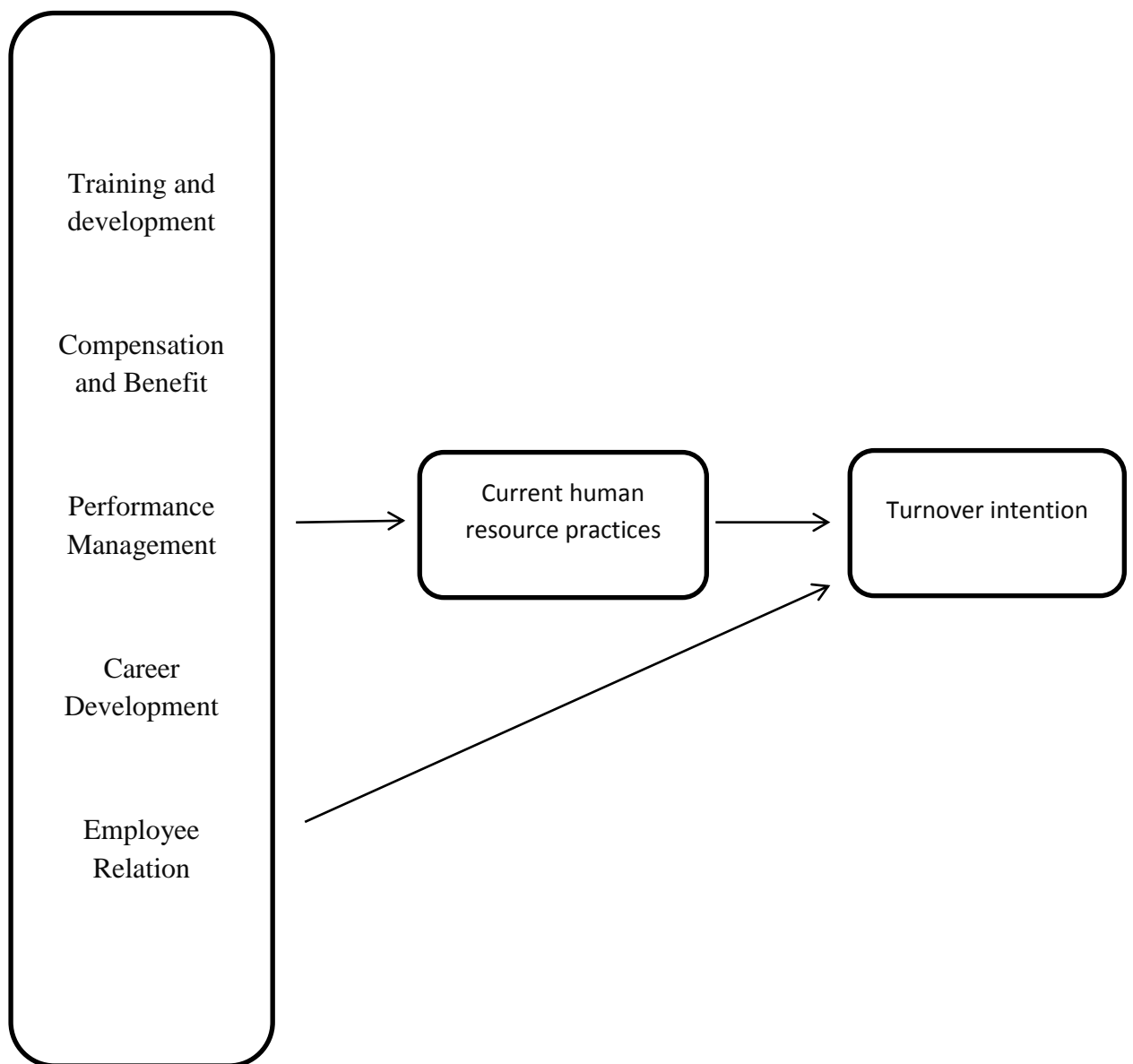
Notes Adapted from Choi, Perumal, &Ajagbe, 2012).

Based on the model from Choi, Perumal, &Ajagbe (2012), the independent variables which are training, pay for performance appraisal, performance management, and career development and employee relation are affecting dependent variable, turnover intention with the mediator which is the human resource management practices.Training helps employees to reach organizations' goals and objectives, acquire new skills and knowledge and perform jobs at higher level. Thus, turnover intention among employees will be reduced. Besides, human resource management also need play attention and consider on compensation and benefit. It is because compensation and benefit can be a source for recognition and daily life. Thus, it will reduce turnover retention. Less of performance management will negatively affect the staffs' motivation and lead to staffs' turnover intentions. Moreover, career advancement program is important to lower the level of turnover intentionsbesides having good human resource practises. If employees search job successfully through their relationship with their upper managers and thus form positive relationship and leads to job satisfactions. Thus, lower turnover intentions.

2.3.4 Benefits

2.3.4.1 Model 4

Figure 2.3.4: Factors Contributing to Turnover Intention

Job Security

Benefits

Job Autonomy

Working
Condition

Affective
commitment

Turnover
intention
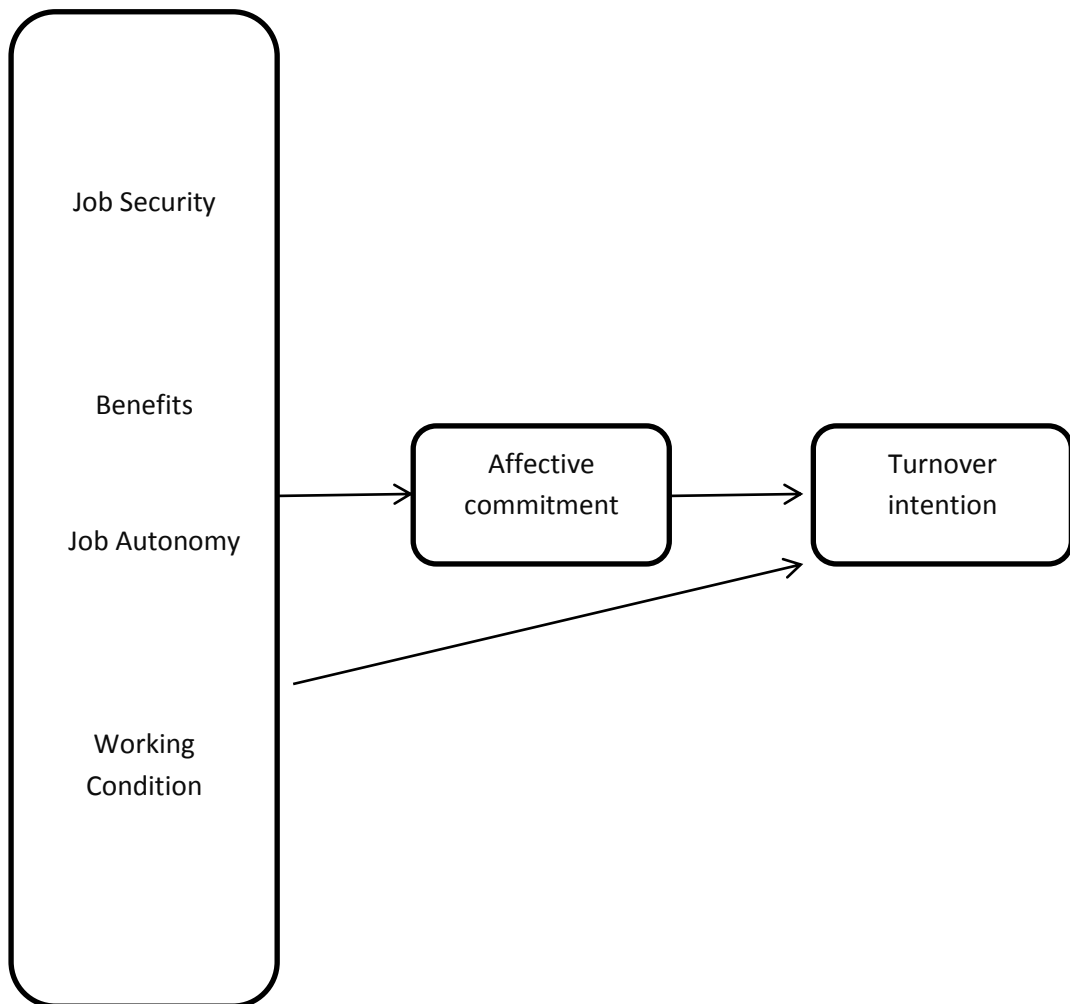
Notes Adapted from Joarder, Sharif & Ahmmed (2011)

Based on model from Kawsar (2011), the independent variables which are job security, benefits, job autonomy and working condition are affecting dependent variable, turnover intention with the immediate effect which is affective commitment. Organization associated with rewards or benefits to the staff through job security, and in return employees make contribution to the organization. Thus, there is negative relationship significantly between turnover intention and job security. The greater the job security, the lower the turnover intention. Employees' benefits are positively linked to commitment to their workplace but negatively related to turnover intentions. Thus, the greater the benefits perceived by employees, the lower the turnover intention.

On the other hand, those staffs have greater job autonomy at job have low probability to leave from their current job. Job autonomy will bring lower turnover because it has positive effect on job satisfaction. High job autonomy are much more satisfied and will have less job stress, therefore they are more willing to stay with the job. Thus, the higher the job autonomy, the lower the employee turnover. Work in safe conditions has positive relationship with the quality of employees' work environment. Better working environment are able to reduce staff turnover intention, increase job satisfaction and lower the level of work pressure among employees.

2.4 Proposed Theoretical / Conceptual Framework

2.4.1 Model 1

Figure 2.4.1: Factors Contributing to Turnover Intention
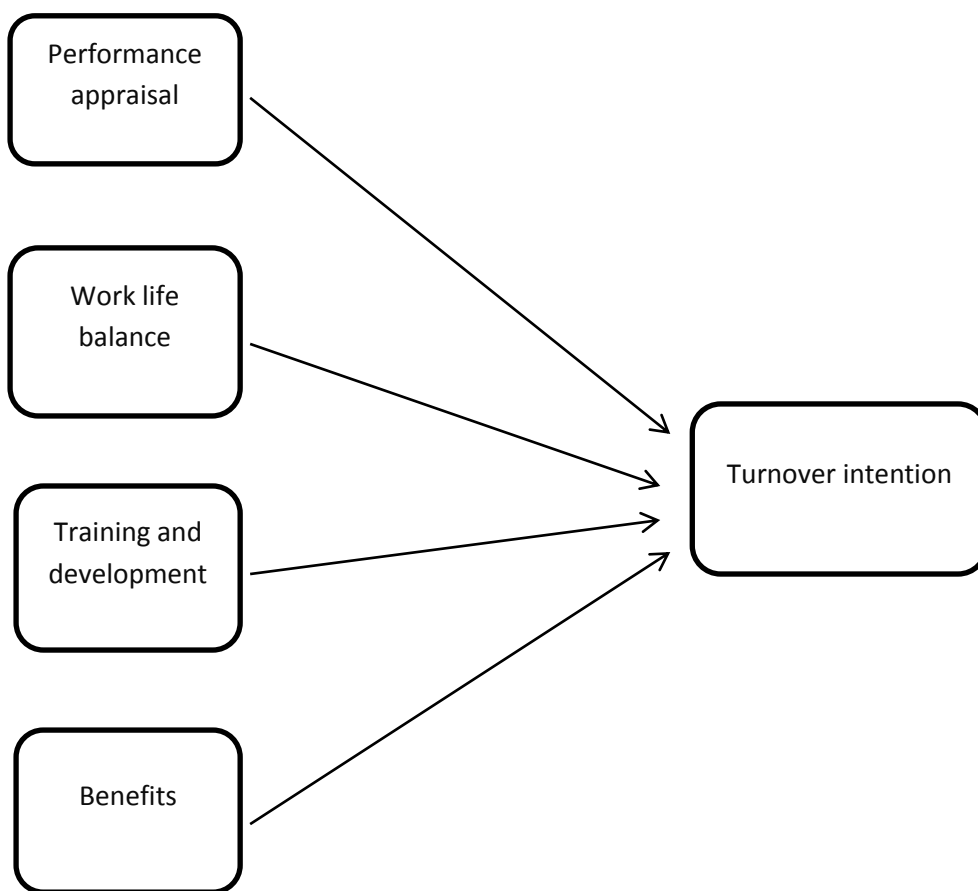
Proposed Conceptual Framework

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 performance appraisal, training and development, work life balance, and benefits with dependent variable which is employee turnover intention (Chia, 2012). All of these independent variables are the key factors that bring the effect to the employee turnover intention in an organization.

According to Wan, Wong and Kaur (2010), if employees are fair evaluated, it will leads to individuals to leave the workplace for which the company implements regulated performance appraisal system. Therefore, they will be more willing to stay with their jobs and lower turnover intention rate if fair performance appraisal system exists. The research that conducted by Khairunneezam (2011) shows that work-life balance can brings greater productivity, greater employees' loyalty towards organization and low level of turnover intention.

Besides, the research that conducted by Choi, Perumal, &Ajagbe (2012), training helps employees to reach organizations' mission and vision, acquire new skills and knowledge and perform jobs at higher level. Thus, turnover intention among employees will be reduced. Based on the model from Kawsar (2011), employees' benefits have positive relationship to their contribution to organization and have negative relationship to employee turnover. Thus, the greater the benefits perceived by employees, the lower the turnover intention.

2.5   Hypothesis Development

H_0:   There is no significant relationship between pay for performance and turnover intention.

H_1:   There is a significant relationship between pay for performance and turnover intention.

H_0:   There is no significant relationship between work-life balance and turnover intention.

H_2:   There is a significant relationship between work-life balance and turnover intention.

H_0:   There is no significant relationship between training and development and turnover intention.

H_3:   There is a significant relationship between training and development and turnover intention.

H_0:   There is no significant relationship between benefits and turnover retention.

H_4:   There is a significant relationship between benefits and turnover retention.

H_0:   There is no significant relationship between performance appraisal, work-life balance, training and development, and benefits with turnover intention.

H_5:   There a significant relationship between performance appraisal, work-life balance, training and development, and benefits with turnover intention.

2.6   Conclusion

In this chapter we provides literature support on the dependent variable which is turnover intention and independent variable which consists of performance appraisal, work life balance, training and development, and benefits. We developed the theoretical framework and carried forward to the hypothesis testing

Based on the foundation in the literature review. Furthermore, we will identify, state and discuss the research methodology based on the research designs, techniques of collecting data and methods of data analysis that we conduct in chapter 3.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

Research can be defined as a scientific and systematic search for pertinent information of a specific topic (Henagan, 2006). Beside this, research also is an art of scientific investigation. Research methodology is a formal procedure or a systematic way to solve and conduct the particular research issue. It provides a guideline of how the appropriate research procedure should be followed in term of research design, data collection method, sampling design, research instrument, construct measurement, data processing and method of data analysis that can collect the valid and reliable data and information for the research.

This chapter is going to highlight a few important parts and roughly described how to carry out the research methodology. Firstly, we are using questionnaire as our data collection methods to carry out the research design. In addition, the questionnaire is generated from other sample of questionnaires and we are using four types of scale of measurement in the questionnaire. Next is our sampling design is targeting on 200 employees in 15 private education institutions in Malaysia. Lastly, we are going to use SAS Enterprise Guide 5.1 version software to make data analysis of our results.

3.1 Research Design

Research design is a plan which determines the procedures and methods used in a research study to collect data and analyse the information which is required for the

study (Zikmund, Babin Carr & Griffin, 2010). In general, there are two types of research design which are quantitative research and qualitative research. Quantitative research method is where research study use questionnaire to collect information from the target respondents and the results are presenting in numerical form and the result is use for testing the hypothesis of the study (Finster, 2013). On the other hand, qualitative research method is researches which conduct with an in-depth analysis on the observations and comprise of unstructured questions of respondents which the study cannot significantly quantified (Duane & Cosenza, 1993).

The reason of carry out this analysis is to determine the relationship between independent variables (performance appraisal, WLB, T&D and benefits) and dependent variable (turnover intention) which is the factors affecting turnover intention of employees in private higher education industry of Malaysia. Quantitative research method quantified data and use of statistical analysis in order to explain the observations from the classification of the features, counting them and from the statistical models. This approach is to help researchers to obtain the results which consistent with the objective of the study through data gathered from structure response questionnaire. Therefore, accurate measurement will be attained.

Moreover, descriptive research design and causal design were adopted in this study research. Descriptive research designed to describe the phenomena or the population of the research study. Reason to adopt descriptive research was because the knowledge in advance been possessed regarding to the problem situation by looking for the journals and other resources related to dependent and independent variables. In order to reduce bias, question selected are more on respondent point of view. Causal research is used in this research to identify the cause and effect relationship between independent variables and dependent variable. Causal research can give us a better

understanding of the phenomena being studied and also able to predict about the cause and effect of the relationship.

3.2 Data Collection Methods

After we gone through a website source information and journal published by researchers, we used data collection method to collect data from respondents. Primary data and secondary are the two methods that we applied to collect data our research and conducted based on the data collected.

3.2.1 Primary Data

Primary data are raw data or information that is obtained first-hand by researcher in accordance to their interest of their study (Sekaran & Bougie, 2010). It is means that 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 easier in analysing the primary data that collected through the questionnaire. The data collection method consists of observation, survey and experimental research which are used to collect the related information for our research. In this research, primary data are collected through distributing questionnaire to the Gen Y in peninsular Malaysia for those are currently working in private higher education institution. With the use of questionnaire, we collected the information or the data from the Gen Y in peninsular Malaysia in a short period of time and in a cost efficient way. It enables us to save our time and cost in conducting our research study.

3.2.2 Secondary Data

Secondary data are data or information that is gathered from sources that already exist such as journals, directories, articles, and periodicals (Koay, 2010). In the process of performing this research, journals, articles, and reference books are being go through to get better understanding of the 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. Online journals which were obtained from several databases provided by our University Library such as ProQuest, ScienceDirect, JSTOR, Emerald and others. Besides, most of the reference books and textbooks are obtained from library of UniversitiTunku Abdul Rahman as well as eBooks from Google eBook. According to our study, the secondary data had been used extensively to obtain useful information. We also focus on the validity of the data while conducting our research whereby the data collected has to be from the year of 2008 and above.

3.3   Sampling design

3.3.1 Target population

Hitzig (2004) stated that the targeted population is a set of all accounts or transaction about which an auditor wished to find out an answer. Besides that, auditors have to determine that the population from which he distributes the sample is appropriate for their objectives (Hitzig, 2004).

Therefore, the target population for our research was focuses on Gen Y in peninsular Malaysia for those are currently working in private higher education institution in certain specific state. The reason of selecting Gen Y as our target group was due to the number and the participation of Gen Y are constantly increase in Malaysia's workplace. Besides that, Gen Y is latest generation that entering to the workforce nowadays. They seem workplace as an important factor for them to learn and improve their abilities. According to Malaysian Qualifications Register (2014), there have 62 private higher education institutions in Malaysia.

3.3.2 Sampling frame and sampling location

Based on Lowe (2004), he stated that purpose of sampling frame is to choose the particular or list of the members that involved in the survey. In the research, the sampling frame or targeted respondents are Gen Y in private higher education institution. As for the sampling location, we focused on the private higher education institution within peninsular Malaysia stages such as INTI University College in Penang, SEGI University Kuala Lumpur, University Tunku Abdul Rahman and College Tunku Abdul Rahman in Kampar, SUNWAY University College and TAYLOR University College in Selangor. The reason why we selected these states as our sampling location is due to our convenience in conducting our research as it is located at a nearer distance to our hometown and current location. This aids in reducing our cost and time while conducting this research study such as transportation. Therefore, it is important for us to select the appropriate location to conducting our research as we may face some financial problems (Karon & Wejnert, 2012).

3.3.3 Sampling element

For our research projects, the sampling element or respondent consisted of Gen Y from private higher education institution from certain selected University within peninsular Malaysia (Penang, Perak, and Klang Valley). We distributed the research to Gen Y who is currently working in these states. Besides that, the questionnaires were given out to various level of respondent founded on diploma, degree, master and doctorate. The selection of respondents is essential in order to achieve the accurately of our research objectives.

3.3.4 Sampling Technique

We have used sampling techniques to select samples from population. There are two types of probability which are probability and non-probability sampling (Barreiro & Albandoz, 2011). According to Sekaran & Bouhie (2010), probability sampling is a method of every individual has same chances to be selected as a sample. Example of probability sampling are stratified sampling, random sampling with and without replacement, cluster sampling, systematic sampling (Paula & Justo, 2001).

Non-probability sampling included location sampling, snowball sampling and respondent-driven sampling (Kazi & Ghulam, 2011). For our research, the data is obtained by conducting a survey on the location and people that are most convenient to us. The reason of using location sampling is because it is convenient for us to obtain information and conduct survey

quickly and efficiently. Kalliath and Brough (2008) proved that location sampling is useful for collecting the information. By using this sampling, persons of interest can be found and large number of completed questionnaires can be collected (Ralph, 1986).

3.3.5 Sampling size

Researchers must identify different sampling methods based on their cost, geographical barriers and characteristic of the population. There are some techniques such as snowball, targeted, time space and respondent-driven sampling can be used by researcher (Baltar& Brunet, 2011).

Table 3.1 Determine Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380

85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: 'N' is population size

'S' is sample size

Source: Krejcie, Robert V., Morgan, Daryle W. (1970). Determining Sample Size for Research Activities.*Educational and Psychological Measurement.*

In short, larger sample size able to create higher accuracy. Therefore, total of 500 questionnaires were distributed across private higher education institution in Penang, Kuala Lumpur, Perak and Selangor states by using personal distribution method and online questionnaires and e-mail. For this research, there are 120 copies of questionnaires which were distributed to INTI University in Penang state, 90 to SEGI University in Kuala Lumpur state, 120 to SUNWAY University and TAYLOR University in Selangor state and 170 for University Tunku Abdul Rahman and College Tunku Abdul Rahman in Perak state. More copies of questionnaire are distributed in Perak because it is more convenient for us to conduct the survey as it is located nearest to our campus followed by Klang Valley, and Penang.

The personal distribution method is conducted by distributing our questionnaires by walk-in into lecturer room and face-to-face to them as well as through their friends in order to increase the number of relevant set of questionnaires feedback. By using this method, the number of questionnaires being collected is 198 out of 250 copies. This shows that there are approximately 79.2% of questionnaires which had been collected back from our target respondents. After conducting this survey, 135 out of 250 copies of questionnaires were collected through e-mail distribution method with the percentage of 54%. The e-mail distribution method was

conducted by sending our questionnaires to other universities or college's lecturer whose are falls under Gen Y age group in the selected states.

Besides that, we also used another distribution method such as Google Docs to create the online survey in our study. Hence, it is an advantage to us by using Google Docs to create our questionnaires and deliver it to the targeted respondents. The duration for us to conduct the online survey consume about 2 weeks' time. After collecting the data from online survey, there were only 26 copies of questionnaires which are answered by our respondents whereby the feedback will be presented in the Google's spreadsheet. By using this method, we can conduct our research with few burdens and increase the efficiency and effectiveness and the speed of the process when collecting the data from the respondent.

However, we found that the percentage of the respondent's feedback is different from each method. For personally distributed method, the rate of feedback is the highest among the methods. This is because respondents are allowed to question us whenever they do not understand about the contents of questionnaires. Whiles for e-mail distribution method, the number of feedback is lower compared to personally distributed method. This might be due to some of the respondents are failed to reply or submit the questionnaires copy as they may be lazy, annoyed or not available to fill up the questionnaire due to the time constraints. Last but not least, we realized that the number of respondents' feedback for online survey is the lowest. This might because they ignore the link that we sent to them. Therefore, this might affect the rate of feedback collection from the target respondents.

We found that there are some errors occurred after collecting the questionnaires. There are 21 out of 359 copies of questionnaire collected contains error which is then categorized as invalid questionnaires. After revising the questionnaires, some of the respondents had provided two answers in one question or some may not completed or answered. It may be a good idea to leave out the questionnaire if there are more than 25% of items in the questionnaires had been left unanswered (Sekaran & Bougie, 2010). These errors should be filtered out from our data analysis. Lastly, there are only 338 copies of questionnaires to be used in conducting our further research after filtering out the invalid questionnaires.

3.4 Research Instruments

Questionnaires method had been adopted to collect the primary data in this research project. The reasons behind of choosing this method were less costly, time saving and able to reach large number of respondents easily. In order to ease our respondents, we used fixed-alternative question design. Advantage of time saving was the main reason for us to choose this design. Besides that, this design eases us to compare easily as respondent are only able to choose answer that provided by us in the questionnaires. Moreover, when using this design, less interview skill is required and this enabled us to conduct the questionnaires easily and conveniently. Furthermore, this design eases us in keying-in data to compute the result which considered as another advantage. In the questionnaires, suggested answer or options were provided for respondent to choose.

Two sections are consisted in the questionnaires, section A and section B. Some of the questions included respondents' information, will be asked in section A. For section B, respondents were asked according to the

independent variables and dependent variables of the study. Those variables include turnover intention, work-life balance, benefits, performance appraisal and training and development. A seven-likert scale rating was used to measure the level of agreement among the respondent. Respondent were only able to select the range from strongly agree, barely agree, neutral, barely disagree, disagree and strongly disagree.

Deprived from Zikmund (2003), pilot tests are actually collecting the data from respondents and use it as the guide for study. The aim of the pilot test is to identify the reliability, accuracy and validity of the questionnaires before it is sent to the targeted respondents. The table below shows the scales of coefficient alpha with the level of reliabilities.

Table 3.2 Rule of Thumbs AboutCronbrach's Alpha Coefficient Size

Coefficient alpha (α)	Reliability
0.80 to 0.95	Very Good
0.70 to 0.80	Good
0.60 to 0.70	Fair
<0.60	Poor

Source: Hair, Babin, Money, & Samouel. (2003). Essential of business research methods. West Sussex: John Wiley & Sons.

In this study, there were total of 30 sets of questionnaires used for pilot testing by using Statistical Analysis System (SAS) software. All the questionnaires were randomly distributed to the respondents who work in different private educational institutions

3.5 Constructs Measurement

3.5.1 The Definition of Constructs

Table 3.5: The Operational Definition of Constructs

Dimensions	Operational definition	Items
Turnover intention	Employees who are preparing to leave the organization or workplace and stand in final stage of decision making.	1. I will probably look for a new job in a near future. 2. At the present time, I am actively searching for another job in a different organization. 3. I do not intend to quit my job. 4. It is unlikely that I will actively look for a different organization to work for in the next year. 5. I am not thinking about quitting my job at the present time.
Performance appraisal	Instrument to evaluate employee job expectations, employee actual job performance, and their performance is assessed and feedback is given to the employees based on the performance evaluation.	1. My leader takes my performance appraisal review discussion seriously. 2. Performance appraisal process was a satisfying experience. 3. I consider my performance better than the average employee in this firm. 4. I feel that my performance is reflective of my abilities. 5. I feel that my job conditions are not allowing me to perform at

		high level.
		6. PA review discussion is the only time I get feedback about my performance.
Work life balance	Is a state where employees satisfied their well-being and self-fulfillment by dealing with different kind of conflicts.	1. My job adversely affects my non-work life.
		2. The WLB practices in my organization have benefited to my non-work life.
		3. I can balance up my work and non-work life in my organization.
		4. In my organization all staffs have equal access to flexible working arrangement.
		5. In general, my organization supports the WLB practices.
		6. If I work extra hours, I am able to take off time that I am owed.
		7. WLB practices are become the norms in my organization.
		8. I am satisfied with my organization's WLB practices.
		9. My organization allows employees to take time off to take care for and support a sick household member.
		10. My organization allows employees work from or outside of the office during the working hours.
Training and development	Is a practice of human resource management which can enhance or provide competitive	1. The trained skills can match my job requirements.
		2. The training is about specific

	advantage to an organization if being well planned before carried out the training and development.	skills, work norms, process, goals, and duties that are needed in my job position. 3. I can use the trained skills in other companies. 4. The trained skills can enhance my employability. 5. The training help improve my performance. 6. The training has direct influence on my wage increase. 7. The training has direct influence on my promotion.
Benefits	Benefit is a reward or encouragement which is given to the employees who are performing well and excellent in organizations with non-cash rewards provided. It differentiates into two types of non-monetary benefits which are rewards and recognition.	1. The benefits we receive are as good as most other organizations offer. 2. There are benefits we do not have which we should have. 3. When I do a good job, I receive the recognition for it that I should receive. 4. The way I get recognition for the work I do. 5. The flexible benefits we have are equitable. 6. Employee recognition is strong part of our organizational culture. 7. Upper management does not support employee recognition in my organization. 8. My organization provides recognition tools for me to use.

		9. Providing non-monetary recognition helps me to achieve my job goals.

Source: Adapted for the research

3.5.1.1 Turnover intention

After reviewing previous studies (Mowday, Steers, & Porter, 1979), they had conducted a measurement of Organizational Commitment Questionnaire (OCQ). The OCQ is a self-evaluation of 15-item questionnaire that run through personal's commitment to them who being employed by the certain companies with the 3 Organizational Commitment (OC) dimensions. The 15 OCQ item are questioned on Likert scale method with reverse scored for 6 of the 15 items. Besides, OCQ has been carried out in a few of researches that have tested OC (Morrow, 1993). In conducted research, Lindsey (2007) indicated that the adjusted meta analytic mean correlation between actual employee turnover intention and OC to be 0.14 higher (p<0.05) when the OCQ of 15 item was used while in other side of 9 item was used. Whereas in other study, Tett and Marafi (2013) found the adjusted meta analytic mean correlation between actual employee turnover intention and OC is 0.11 higher (p<0.05) and 0.13 higher for turnover intention when 15 item was used while in the same time also the OCQ of 9 item was used.

3.5.1.2 Performance appraisal

In the line with previous researches (Kazi & Ghulam, 2011), they used a method of analysis in order to perform is called varimas Kaiser-Meyer-Olkin (KMO). This principle is to show the results of various factors

relationship between perceived of performance appraisal effectiveness and job evaluation. Results came out for this analysis showed that the Bartlett sphericity test is significant in which the Chi-square is 813.06 and p <0.001. Besides, measurement of KMO sampling gets the result of 0.8. The first category named it 'perceived of performance appraisal effectiveness'. It plays a role for the degree of the staff satisfaction with the appraising performance tool. There have 7 items and from the item 1 until item 7 used to measure this component, while the variance was 41.62 percent. The second category number is 'job evaluation'. This category uses 5 items to measure and from the item 8 until item 11, the variance in these items is 25.39 percent. Besides, there are seven items and the Cronbach alpha is 0.93 for the perceived of performance appraisal effectiveness. Lastly, Cronbach alpha is 0.88 for the four items in which is being for work evaluation factor measurement.

3.5.1.3 Work life balance

From previous study (Daves, 2004), organizational support for work life benefits was measured using a 4-item scale based on previously validated questions from the Families and Work Institute's Business Work Life Study. It is using 5 point Likert type scale, response options range from (1) strongly agree to (5) strongly disagree with a neutral point of (3) unsure. There are also have 4 items addressed whether the organization at large supports family-friendly or work life initiatives. This study produced an alpha reliability coefficient of 0.81 for the government agency, 0.84 for the healthcare organization and 0.83 for the combined samples of both organizations.

3.5.1.4 Training and development

Consistent with previous studies such as William (1992), had found out a principal component analysis (PCA) to define the factor structure for variables in the reflective construct (Auluck, 2007). SPSS 19.0 have been used and identify that the original pool of 16 items for reflective constructs was subjected to an exploratory factor analysis (EFA) with varimax rotation. As a result, five factors were extracted accounting for 74.42 per cent of the overall variance. They also found that three variables had loadings less than 0.6 on all factors when examining the items loading. Thus, they were removed from further analysis. Three aspects of employees' training expectations fulfillment (FTE) were significantly and positively related to job satisfaction, FTE for specific skills training (b= 0.245, p<0.1), FTE for operational factors (b=0.272, p<0.01), and FTE for inter-organizational outcomes (b= 0.155).

3.5.1.5 Benefits

After reviewing previous study (Mieszczak, 2013), questions presented in the survey were carefully selected from two previously used surveys to measure job satisfaction. These two surveys are the Job Satisfaction Survey (JSS) developed by Spector, and the Minnesota Satisfaction Questionnaire (MSQ) developed by Weill, Dawis, England, and Lofquist. The JSS survey is used to evaluate employee attitudes about job positions. cronbach's alpha measures for work related recognition and promotion variable is 0.93. A p-value of 0.05 is frequently used to determine significance. Pearson correlations were negative in each of the five independent variables when the analysis was completed; the dependent variable used was the intention to leave the organization.

Whereas reviewing previous study (Nelson, 2001), the 140 items in the questionnaire produced a database that was statistically analysed using a t-tests discriminant analysis and factor analysis. A two-tailed t-test analysis comparing the means of high-use and low-use managers (n = 80) identified the following 69 variables as significant. A factor analysis yielded two significant factors that were derived using only managers from healthcare organizations: Skills & Confidence, which was ranked higher by high-use managers, and Necessity of Recognition, which was ranked higher by low-use managers. A Crosstabs analysis indicated a Chi-Square 4.709 with 1 degree of freedom and significance 0.030.

3.6   Data Processing

After answered questionnaire have been collected, we proceed to the stage of data processing (Sekaran & Bougie, 2010). The questionnaires were distributed to 3 states which are Klang Valley, Penang, and Perak. The steps for conducting the data processing which included data coding, data transcribing, data checking, data editing, and data omission.

The purpose of checking process was to make sure all of the questionnaires relevant to the study and distributed to the respondents then collected back. Collecting back the first set of questionnaires was where the process started. In this step, any mistake or problems of the questionnaires were corrected immediately. Pilot test was used to identify the problems of the questionnaires (Zikmund, 2013), the correction was made and real survey was carried out.

Next step was data editing process in which to determine mistakes and errors done by the respondents (Salkind, 2009). Inconsistent responses from respondents were revised after running the checking process. In order to increase the accuracy of data, uncompleted answers were eliminated in the database.

Following step is the data coding process in which the code was assigned to the possible responses for each question. There are three sections consisted in this questionnaires and every question have assigned with different codes. Answers that are given by respondents were recorded and converted into information by using numerical value (Singh, 2010).

For example, gender in demographic that consisted in section A was coded as 1 represented for male, 2-represented for female. As for section B and C, seven-point likert-type scale is used and the code will be assigned from 1 to 7 followed by the responses of the respondents or their agreement level where 1 represent coded for strongly disagree and 5 represent coded for strongly agree.

In data transcribing, data were converted into computer by using keypunching (Sekaran & Bougie, 2010) Statistical Analysis System (SAS) was used to compute the data from the questionnaires. It was used to analyze the data and reliability test has been carried out.

3.7   Data Analysis

3.7.1   Descriptive Analysis

Descriptive analysis refers to the conversion of primary data that are collected from respondents and easy for respondents to understand and interpret the questionnaire (Zikmund, 2013). Descriptive research useful because it helped the researcher to describe the characteristics of a population in this study (Hair, Money, Samouel, & Page, 2007), and have an overview on the demographic statistic.

Questionnaire survey form were distributed to all the respondents in this study and the data collected from section A in the questionnaire survey had been keyed in into the Statistical Analysis System (SAS). All the data were analyzed and presented in a tabular and graphic form by using SAS system.

All the personal details in questionnaire stated in the section A (refer to appendix B) were analyzed by SAS software. Besides that, a nonmetric scale which included nominal and ordinal had been used to measure the section A. Thus, the result can be displayed in various form such as bar chart, histogram, pie chart, and table. The presented result will help researchers in ensuring that the right target population is chosen.

Other than that, the frequency distribution was presented in a table form which consist of frequency percentage, relative frequency, and cumulative frequency which shows the respondents" demographic details such as gender, age, races, types of higher education institutions work for, current position, year of working experience, educations level as well as monthly

income. From the result, researchers were able to identify the personal details of the respondents. Hence, this would lighten their job in conducting the test for the research.

3.7.2 Scale Measurement (Reliability Test)

Reliability refers to the stability of measurement whereby the measurements are free from mistake and error which would generate a consistent result (Zikmund, 2013). Researchers need to make sure that indicators or variables are measured with the concept to make sure they can achieve an actual result before using the data from any conception for analysis due to the reliability is related with the uniformity of research findings (Hair, Money, Samouel, & Page, 2007).

Besides that, all the negative results and imperfect wording will affect the score during the measurement process was corrected because it will mislead or misinterpret to the respondents (Zikmund, 2013). There are included three types of reliability test which are alternative forms reliability, test-retest reliability, and internal consistency reliability (Sekaran& Bougie, 2010). In this study, we will use the internal consistency reliability to test on our result's reliability.

Furthermore, Cronbach"s Alpha also known as Coefficient Alpha and is used in this study because it helped the researcher to measure the inter-correlations between the various variables with the assumptions that the various variables are positively correlated (Zainab, 2011).

To attain coefficient alpha, the average of the coefficient from all potential split halves have been computed and the coefficient alpha is ranged from 0 to 1. Researcher will consider 0.6 asthe minimum alpha for the coefficient size (Zainab, 2011). The alpha that is below 0.6, is considered as poor reliability whereas the alpha that are highly closer to 1 have a higher

internal consistency reliability. Then researchers will compare the result with the Cronbach's Alpha rules of thumb that is shown in the table to interpret the values. Besides that, reliability test is adopted for pilot test in order to ensure the questionnaire is reliable in this research.

3.7.3 Validity Test

Validity test is to identify whether the term measure is proportion to what it claims to measure. We also can conclude that the higher the validity of the test, the better the link of the independent variables to the dependent variable. Without validity test, the final result after interpreting and revising the data would be invalid. The evidence collected on the validity

of a study is one of the major arguments in supporting the purpose of a study. In the case of our research study, this test aids in supporting our research study by testing the validity of our variable (Sekaran&Bougie, 2010).

3.7.4 Pilot Test

Pilot test is a test distributed through survey questionnaires to our targeted respondents in order to obtain useful information to support our research study (Zikmund, 2013). It also referred to a collective term which explained the research techniques. This study is supporting researchers in the development of theories and approaches for the data collection process and checks the data collection processes before conducting the main study (Zainab, 2011).

We had distributed the questionnaires for our pilot study before the actual surveys are conducted. The main purpose is to identify the errors consisting of major and minor errors which had been neglected. Besides

that, the pilot test is also used to determine the validity, reliability and accuracy of the questionnaire.

Table 3.7.1: Pilot test result

Variables	Cronbach's Alpha Value	Alpha Coefficient Range	Strength of Association
Performance Appraisal	0.734538	> 0.8	Good
Work-Life Balance	0.832094	> 0.8	Good
Training and Development	0.615431	> 0.6	Moderate
Benefits	0.660044	> 0.6	Moderate
Turnover Intention	0.781948	> 0.8	Good

The table above shown the results of the pilot, it show the Cronbach"s Alpha value of the variable, Work Life Balance is 0.832094 and is the highest in among the others. The Cronbach"s Alpha value of "Performance Appraisal", "Training and Development", "Benefits", and "Turnover Intention" are 0.734538, 0.615431, 0.660044, 0.781948 respectively. The results of the variables indicate that the reliability measure of the pilot test was considered to be acceptable, since all the results of the variables exceeded 0.6 that indicated fair reliability, while some in the range of moderate(0.6-0.7) and good $(0.7 - 0.80)$ of reliability.

3.7.5 Inferential Analysis

Inferential analysis is the formation of judgments from samples of population. The judgments of dependency on the probability between different groups or a single group that happened by chance are also known as inferential analysis. Inferential analysis conduct statistical techniques and ways in confirmatory data collected from a sample. In other words, inferential analysis is adopted to present a situation or determining the validity of a claim. In conducting this research, the Pearson"s Correlation Coefficient and Multiple Regression Analysis were adopted to identify the relationship between the turnover intention and the independent variables which are performance appraisal, WLB, T & D, and benefits.

3.7.5.1 Pearson Correlation Coefficient

The test is used to determine the importance, direction and strength of the corresponding variables (Sekaran & Bougie, 2010). Besides that, Pearson Correlation Coefficient is a direction and strength between the correlated variables are measured and linked together (Zikmund, 2013). Thus, the Pearson Correlation Coefficient Test is used to measure the strength of the linear relationship among the variables of our study. However, in

conducting this test, the independent variable and dependent variable were required to use a metric scale such as seven likert scale. In the Pearson Correlation Coefficient test, all independent variables are measured in terms of direction, strength and significance of the linear relationship. The positive correlation value represented there as a positive association. In other words, large value variables of dependent and independent are associated with each other while small value variables of dependent and independent are linked together. It shows a negative association for negatives values.

Based on our study, we used this test to identify the relationship between performance appraisal and turnover intention, the relationship between work-life balance and turnover intention, the relationship between training and development and turnover intention and the relationship between benefits and turnover intention. The results measured from the Pearson Correlation Coefficient test consist from a range of -1 to +1. The value +1 indicates that the variables are strongly linear related with an increasing relationship. In the other hand, the variables will be perfectly linear related with a decreasing relationship when the value of outcome is -1. If the result processes a 0 value, the variables are considered as not linear related. A strong correlation occurs when the value exceeds 0.8, by the way, a coefficient value that is less than 0.5 shows a weak correlation.

Table 3.7.2: Rules of Thumb About Pearson Correlation Coefficient

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ±0.40	Small but definite relationship
± 0.00 to ±0.20	Slight, almost negligible

Source: Hair, Money, Samouel, & Page, (2007). Research methods for business. New York: John Wiley & Sons, Inc.

3.7.5.2 Multiple Linear Regressions

Multiple Regression Analysis is a method whereas each effect is estimated when separate multiple factors enter the analysis. This method is vital for quantifying several independent variables and forecasting a single dependent variable (Sekaran & Bougir, 2010). Multiple Regression are the most suitable method which single metric dependent variable is considered and related to a single or several metric independent variables when conducting aresearch problem. The main objective is to forecast the change in the dependent variable to the change in several independent variables (Sekaran & Bougir, 2010).

In general, Multiple Regression models are formulated as below:

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + ... + \beta_k x_k + \varepsilon$$

X_k = independent variable

β_0 = intercept

β_1 = parameter related to x_1

β_2 = parameter related to x_2

ε = an error term, normally distributed about a mean of 0 (for purpose of computation, the ε is assumed to be 0)

Based on our study, the Multiple Regression Analysis is more suitable to be used to determine the independent variables (Performance Appraisal, Work-life Balance, Training and Development, and Benefits) which is normally distributed with a mean of 0 (the ε is assumed to be „0‟ for the purpose of computation) affecting the dependent variable (Turnover Intention) as both are metric scales. The Multiple Regression Analysis used for our study is as below:

$$\text{Turnover Intention} = \beta_0 + \beta_1 \text{*performance appraisal} + \beta_2 \text{*work-life}$$
$$\text{balance} + \beta_3 \text{*training and development} + \beta_4 \text{*benefits} + \varepsilon$$

3.8 Conclusion

In conclusion, this chapter outlines the research design for framework, research instrument, data collection, sampling design, measurement scales which were used in our research study's questionnaire. Beside this, we also discussed how the data collected was processed. Lastly, we also discussed the data analysis method, the determination of data analysis methods in this chapter is particularly important because this section will be link to the next chapter (analysis and result).

CHAPTER 4: RESEARCH RESULTS

4.0   Introduction

This chapter included the transformation of the raw data which collected in the previous stage and transformed into useful information and analysis of results. The content of this chapter consists of descriptive analysis, scale measurement, inferential analysis and conclusion. This descriptive analysis includes the respondents' demographic profile which constructs the central tendencies measurement. The scale measurement was used to measure the reliability analysis of the variable and the inferential analysis was used to determine the relationship between the variables to generate the conclusion.

4.1   Descriptive Analysis

4.1.1 Respondent Demographic Analysis

Table 4.1 – Statistic for Demographic Data

N	Gender	Age	Ethnic	Types of Educational Institution
Valid	402	402	402	402
Missing	0	0	0	0

N	Position	Working Experiences	Education Level	Salary
Valid	402	402	402	402
Missing	0	0	0	0

In this study, total of 8 demographic questions which are related to respondent's profile were explored in section A of the questionnaire. Those question explored in questionnaire are gender, age, ethnic, types of educational institution, position, working experience, education level and salary. From the table above, it shows that all data collected are valid for all variables.

4.1.1.1 Gender

Table 4.2 Descriptive Analysis for Gender

Gender	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Male	239	59.45%	239	59.45%
Female	163	50.45%	402	100%

Figure 4.1 Descriptive Analysis for Gender
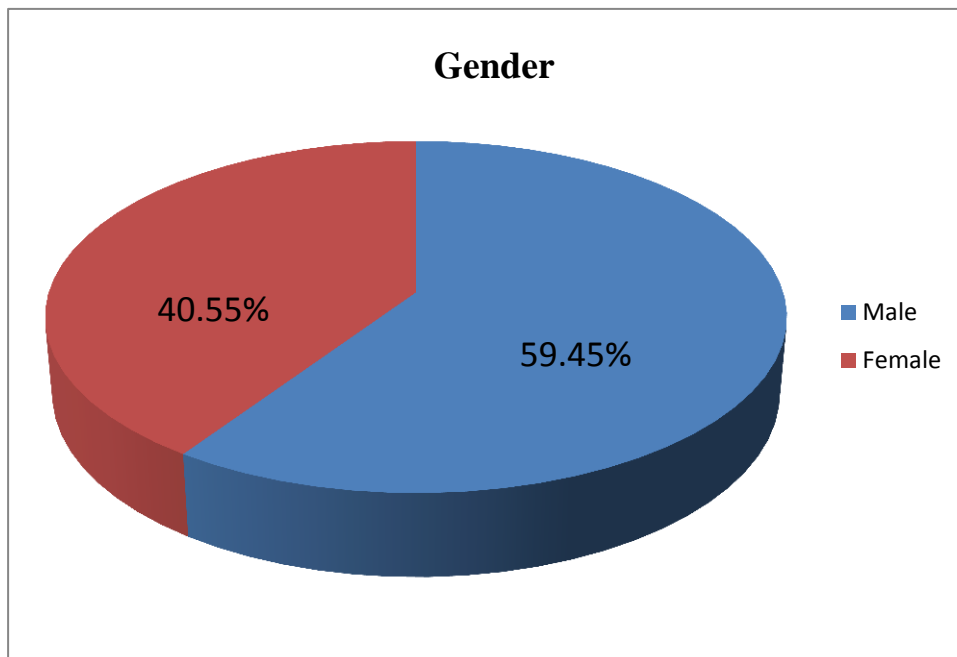
Table 4.2 shows that the number of male respondents and female respondents in this study. There is a 239 male and 163 female participate in this research study. From the figure 4.1 it shows that there is 59.45% of the respondents are male whereas 40.55% are female.

4.1.1.2 Age

Table 4.3 Descriptive Analysis for Age

Age	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
16-20	0	0%	0	0%
21-30	197	49%	197	49%
31-40	136	33.83%	333	82.83%
>40	69	17.17%	402	100%

Figure 4.2 Descriptive Analysis for Age
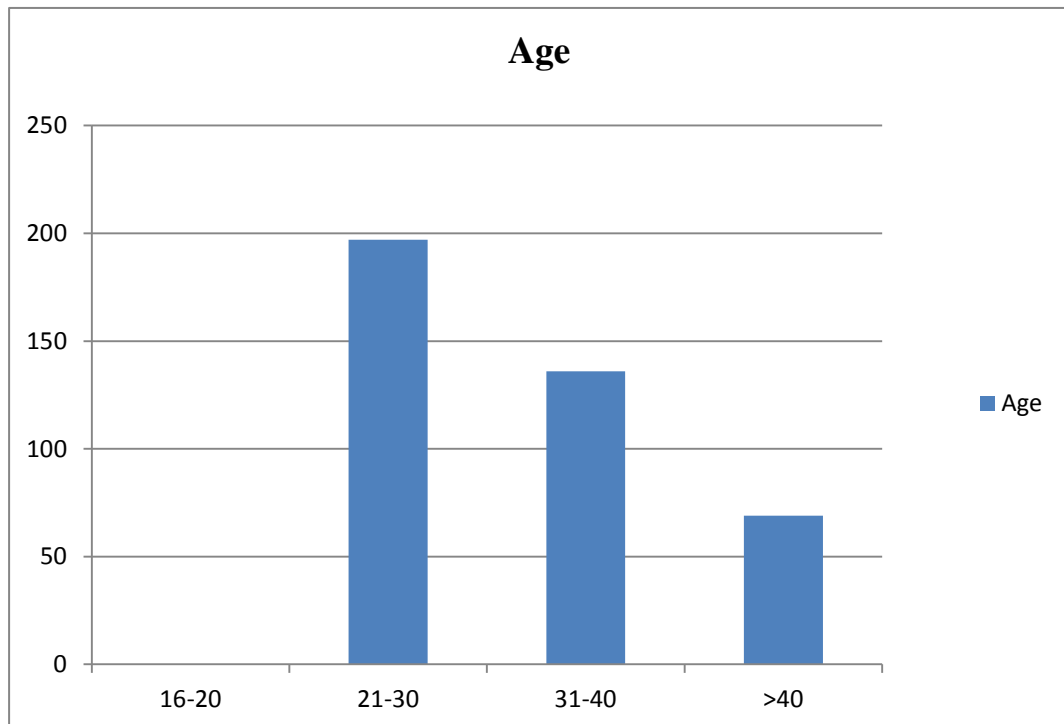
The graph above shows the different group age of respondents participated in this study. There is no respondent between 16-20 years old participate in this study. There are 197 respondents are between 21-30 years old. Beside this, 136 respondents are between 31-40 years old and there are only 69 respondents are 40 years old and above.

4.1.1.3 Ethnic Group

Table 4.4 Descriptive Analysis for Ethnic Group

Ethnic Group	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Malay	54	13.43%	54	13.43%
Chinese	308	76.62%	362	90.05%
Indian	27	6.72%	389	96.77%
Others	13	3.23%	402	100%

Figure 4.3 Descriptive Analysis for Ethnic Group
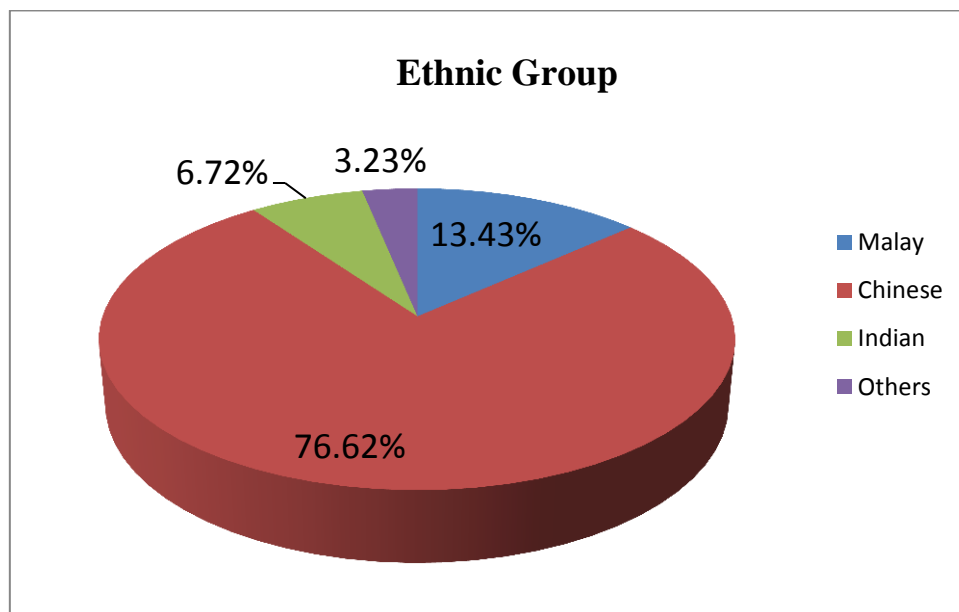
There are total of 402 respondents participated in this research study. Out of the total of 402, there are 54 (13.43%) are Malays, 308 (76.63%) are Chinese, 27 (6.72%) Indian and 13 (3.23%) are others.

4.1.1.4 Types of Educational Institution

Table 4.5 Descriptive Analysis for Types of Educational Institution

Types of Educational Institution	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
College	292	72.64%	292	72.64%
University	110	27.36%	402	100%
Others	0	0%	402	100%

Figure 4.4 Descriptive Analysis for Types of Educational Institution
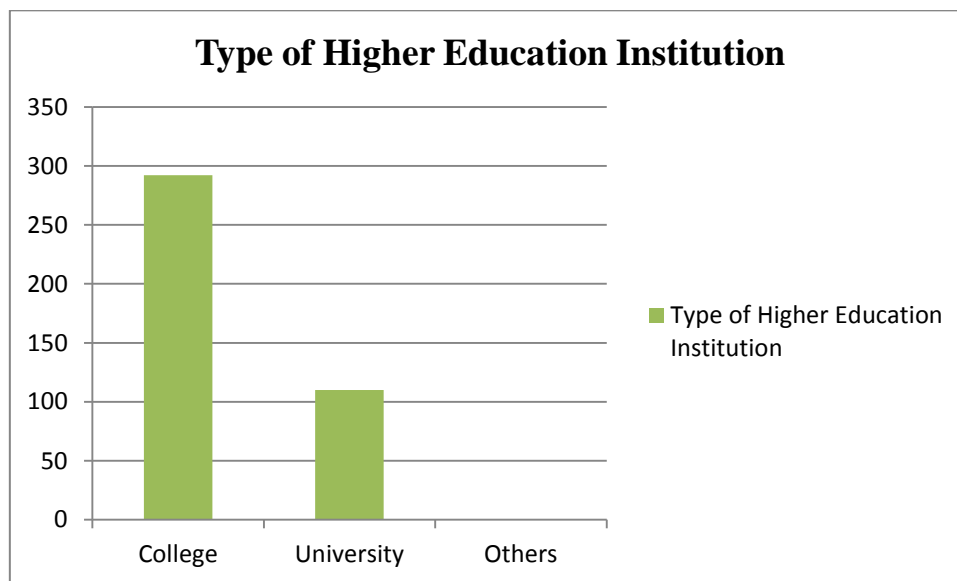
From the table above, it shows that there are 292 respondents (72.64%) from college while there are 110 respondents (27.36%) from university.

4.1.1.5 Position

Table 4.6 Descriptive Analysis for Position

Position	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Tutor	65	16.17%	65	16.17%
Lecturer	270	67.16%	335	83.33%
Assistant Professor	0	0%	335	83.33%
Associate Professor	13	3.23%	348	86.56%
Others	54	13.44%	402	100%

Figure 4.5 Descriptive Analysis for Position
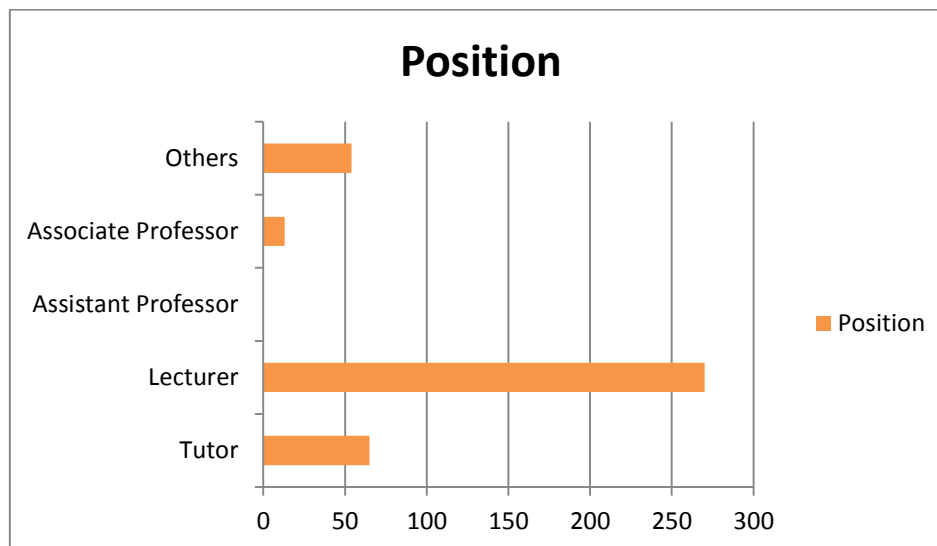
Based on the diagram above, it explains out of total of 402 respondents there are 65 respondents (16.17%) are tutor, 270 (67.16%) respondents are lecturer and no assistant professor is take part in this study. While there are

13 respondents (3.23%) are associate professor and 54 respondents are in others position.

4.1.1.6 Working Experience

Table 4.7 Descriptive Analysis for Working Experience

Working Experience	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
< 1 year	66	16.42%	66	16.42%
1-5 years	199	49.50%	265	65.92%
5-10 years	82	20.40%	347	86.32%
>10 years	55	13.68%	402	100%

Figure 4.6 Descriptive Analysis for Working Experience
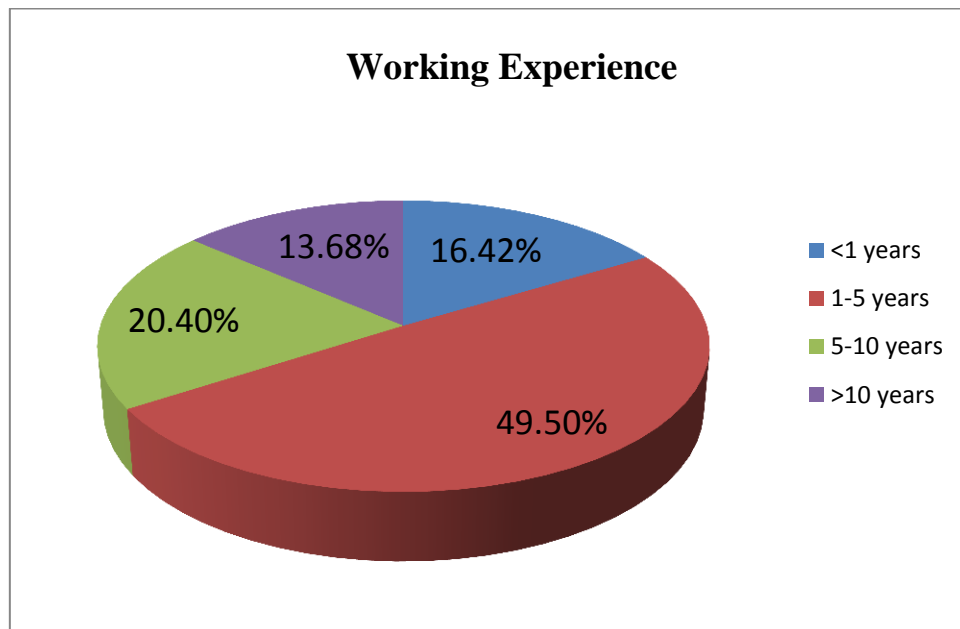
The diagram above shows that the working experiences of the respondents in this study. Almost half of the respondents have 1 to 5 years working experiences (49.5%). The lowest is 10 years experiences and above which 13.68%, there are only 55 respondents have more than 10 years experiences. Furthermore, there are 66 respondents (16.42%) having less than 1 year experience and 20.40% of respondents are having 5-10years experiences.

4.1.1.7 Highest Educational Level

Table 4.8 Descriptive Analysis for Highest Educational Level

Educational Level	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
Doctorate Degree	13	3.24%	13	3.24%
Master's Degree	296	73.63%	309	76.87%
Degree	93	23.13%	402	100%
Diploma	0	0%	402	100%

Figure 4.7 Descriptive Analysis for Highest Educational Level
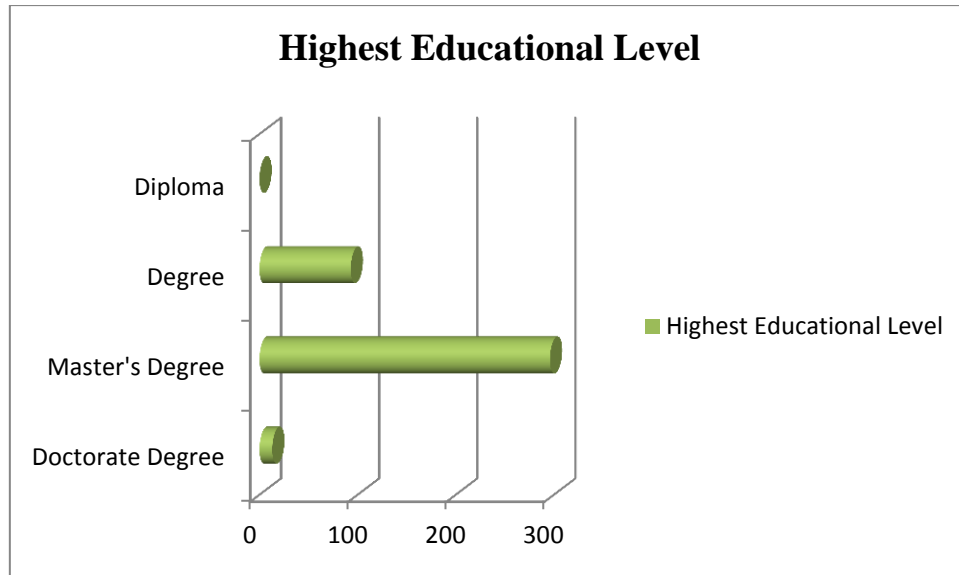
Out of the total of 402 respondents, there are no respondent is diploma holder, 13 respondents are doctorate degree holder and 93 respondents are degree holder. The majority of the respondents are master's degree holder (73.63%).

4.1.1.8 Salary

Table 4.9 Descriptive Analysis for Salary

Salary	Frequency	Percentage	Cumulative Frequency	Cumulative Percentage
<RM2,000	0	0%	0	0%
RM2,000 – RM2,999	52	12.94%	52	12.94%
RM3,000 – RM3,999	134	33.33%	186	46.27%
RM4,000 – RM4,999	148	36.82%	334	83.09%
>RM5,000	68	16.91%	402	100%

Figure 4.8 Descriptive Analysis for Salary
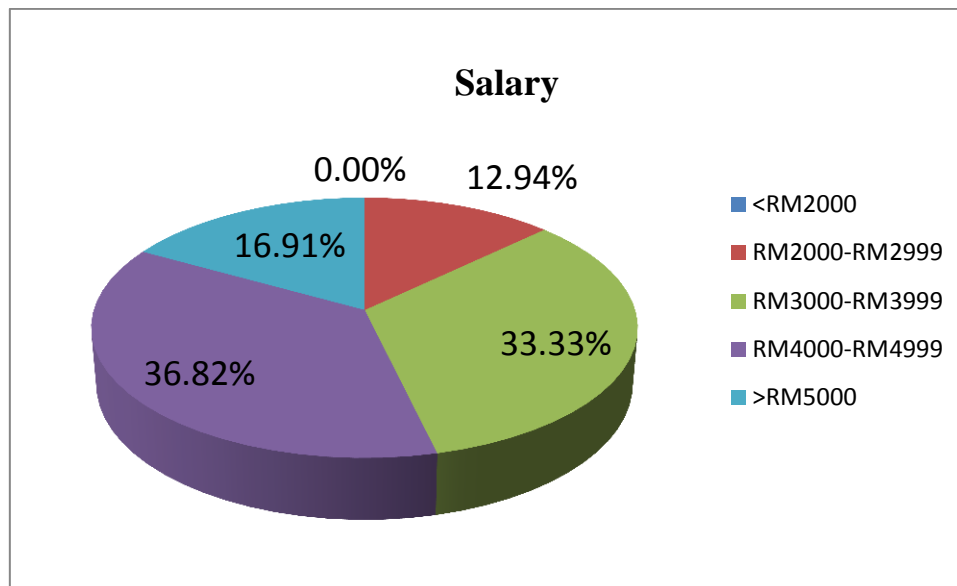
From the diagram above, there is no respondent's salary is below RM2, 000. Majority of the respondent's salary are between RM4, 000 – RM4,

999 which is 36.82%. there are 52 respondent's salary are between RM2, 000 – RM2, 999 and 33.33% of respondent having salary between RM3, 000 – RM3, 999. Last, there are only 68 respondents earning more than RM5, 000.

4.1.2 Central Tendencies Measurement of Constructs

The mean score of five interval scaled constructs will examined by the measurement of central tendency. 37 items of questionnaires are being measured by using the SAS system. Besides that, seven Likert-scale is adopted when all the constructs are being asked whereby 1= strongly disagree (SD), 2= disagree (D), 3=slightly disagree (SD), 4=neutral (N), 5= slightly agree (SA), 6=agree (A) and 7=strongly agree (SA).

Table 4.10 Central Tendencies Measurement of Constructs:
Performance Appraisal

Performance Appraisal	Percentage (%)							Mean	Ranking
	SD	D	SD	N	SA	A	SA		
My leader takes my performance appraisal review discussion seriously.	0	0	0	50.49	45.27	3.98	0.26	4.54	3
Performance appraisal process was a satisfying experience.	0	0	0	51.24	45.27	3.23	0.26	4.255	5
I consider my performance better than the average employee in this firm.	0	0	0	0	56.96	42.78	0.26	5.433	1

I feel that my performance is reflective of my abilities.	0	0	0	55.47	44.27	0	0.26	4.45	4
I feel that my job conditions are not allowing me to perform at high level.	13.43	79.6	6.71	0.26	0	0	0	1.938	6
PA review discussion is the only time I get feedback about my performance	0	0	0	0	56.96	43.03	0	5.429	2

The highest ranked statement in this variable was "I consider my performance better than the average employee in this firm" with the mean of 5.433. Most of the respondents were slightly agreed with the statement with the percentage of 56.96 while 42.78% of respondents have chosen agree. 0.26% of the respondents chosen strongly agree and none of the respondents has selected strongly disagree, disagree, slightly disagree and neutral.

The second ranked statement in this variable was "Performance appraisal review discussion is the only time I get feedback about my performance" with the mean of 5.429. There are 56.96% of respondents who chosen slightly agree followed by 43.03% agree with the statement. None of the respondents has chosen strongly disagree, disagree, slightly disagree, neutral and strongly agree.

"My leader takes my performance appraisal review discussion seriously" was the third highest ranked statement in this variable with the mean of 4.54. Total of 50.49% of respondents had chosen neutral in this statement. 45.27% had chosen slightly agree, 3.98% had chosen agree and 0.26% had

chosen strongly agree. None of the respondents had selected strongly disagree, slightly disagree and disagree.

"I feel that my performance is reflective of my abilities" was the fourth ranked statement with the mean of 4.45. There are 55.47% of respondents showed neutral and followed by 44.27% in choosing slightly agree. However, there are also 0.26% of respondents had chosen strongly agree.

The fifth ranked statement in this variable was "Performance appraisal process was a satisfying experience" with the mean of 4.255. Most of the respondents had chosen neutral with 50.49 percent followed by slightly agree with 45.27%, 3.98% with agree and 0.26% of strongly agree.

The last ranked statement in this variable was "I feel that my job conditions are not allowing me to perform at high level" with the mean of 1.938. Most of the respondents showed disagree with the statement. There are 79.6% who selected disagree, 13.43% selected strongly disagree, 6.71% selected slightly disagree and 0.26% showed neutral.

Table 4.11 Central Tendencies Measurement of Constructs:
Work Life Balance

Work Life Balance	Percentage (%)							Mean	Ranking
	SD	D	SD	N	SA	A	SA		
My job adversely affects my non-work life.	0	0	0	55.47	43.28	1.25	0	4.4578	8
The work life balance practices in my organization	0	0	0	55.47	44.27	0.26	0	4.4479	9

have benefited to my non-work life.									
I can balance up my work and non-work life in my organization	0	0	0	0	55.22	44.77	0	5.4472	5
In my organization all staffs have equal access to flexible working arrangement.	0	0	0	0	0	57.21	42.79	6.4279	1
In general, my organization supports the Work life balance practices.	0	0	0	0	56.96	41.04	2	5.4504	4
If I work extra hours, I am able to take off time that I am owed.	0	0	0	53.48	44.27	0.25	2	4.5077	7
Work life balance practices are became the norms in my organization.	0	0	0	55.72	44.28	0	0	4.4428	10
I am satisfied with my organization's work life balance practices.	0	0	0	0	56.96	43.04	0	5.4304	6
My organization allows employees to take time off to take care for and support a sick household member.	0	0	0	0	44.77	53.23	2	5.5723	2
My organization	0	0	0	0	46.01	53.23	0.76	5.547	3

allows employee work from home or outside of the office during the working hours.									

The highest ranked statement for this variable is "In my organization all staffs have equal access to flexible working arrangement" whereby the mean score is 6.4279. There are 57.21% of respondent were agree with the statement while 42.79% of respondents had strongly agree with the sentence.

The second ranked statement was "My organization allows employees to take time off to take care for and support a sick household member" with the mean score of 5.5723. In this statement, most of the respondents had selected agree with the percentage of 53.23% while 44.77% of respondents had slightly agree. However, there are only 2% of respondents were strongly agreed with this statement.

The following ranked was "My organization allows employee work from home or outside of the office during the working hours" with the 5.547 as a mean score. Agree scale showed the highest percentage rating among the seven Likert-scales that is 53.23%, followed by 46.01% of respondents were slightly agree and 0.76% of respondents had strongly agree.

The mean score for the fourth ranked statement "In general, my organization supports the work life balance practices" for this variable is 5.4504. The majority with 56.96% of the respondents were slightly agree with the statement. This is followed by agree and strongly agree whereby the percentage showed 41.4% and 2% respectively.

"I can balance up my work and non-work life in my organization" is the fifth ranked in this variable with the mean score 5.4472. In this statement slightly agree were selected by 55.22% respondent while the rest 44.78% select agree.

This statement "I am satisfied with my organization's work life balance" is in the ranking number six out of the ten statements in which the mean score is 5.4304. In this statement, most of the respondents selected slightly agree with the percentage of 56.96%, the rest 43.04% of respondents were selected agree with the statement.

The next ranked statement is referred to "If I work extra hours, I am able to take off time that I am owed" whereby the mean score is 4.5077. In this statement, the highest rating percentage scale had neutral that is 53.48%. This is followed by slightly agree, strongly agree and agree in which the percentage rate is 44.27%, 2% and 0.25% respectively.

Last third ranked statement was "My job adversely affects my non-work life" with the mean score 4.4578. An amount of 55.47% chose neutral. This is followed by 43.28% and 1.25% whereby the respondents selected slightly agree and agree respectively.

"The work life balance practices in my organization have benefited to my non-work life" is the second last ranked statement with the mean score of 4.4479. There are 55.47% of respondent neutral with this statement, followed by 44.27% of respondents who slightly agree and 0.26% of the respondents which agree.

Lastly, the statement "work life balances practices are become the norms in my organization" was the last ranked statement with the mean score of 4.4428. More than half 55.72% of the respondents were selected neutral while 44.28% of the respondents were selected slightly agree in this statement.

Table 4.12 Central Tendencies Measurement of Constructs:

Training and Development

Training and Development	Percentage (%)							Mean	Ranking
	SD	D	SD	N	SA	A	SA		
The trained skills can match my job requirements.	0	0	0	0	0.49	57.21	42.3	6.4181	2
The training is about specific skills, work norms, process, goals, and duties that are needed in my job position.	0	0	0	0	56.96	43.03	0	5.4298	6
I can use the trained skills in other companies.	0	0	0	0	2.48	57.21	40.31	6.3783	3
The trained skills can enhance my employability.	0	0	0	0.74	56.96	42.30	0	5.4156	7
The training help improve my performance.	0	0	0	0	0	57.21	42.79	6.4279	1
The training has direct influence on my wage increase.	0	0	0	0	55.72	43.03	1.25	5.4553	5
The training	0	0	0	0	29.1	56.71	14.19	5.8509	4

has direct influence on my promotion.									

In this variable, "The training help improve my performance" was ranked at first among statements with the mean of 6.4279. Most of the respondents chosen agree which is 57.21% overall while strongly agree were only 42.79% t overall. None of the respondents had chosen other options such as strongly disagree, disagree, slightly disagree, neutral and slightly agree.

Statement that ranked at 2nd in this variable was "The trained skills can match my job requirements". It has the mean of 6.4181. In this statement, most of the respondents showed agreed with the statement with the percentage of 57.21%. This is followed by the strongly agree which is 42.3% and 0.29% who were slightly agreed.

Next, "I can use the trained skills in other companies" has been ranked at third in this variable with the mean of 6.3783. In this statement, most of the respondents agreed with the statement with the percentage of 50.71 and followed by strongly agree which is 40.31%. Some of the respondents were slightly agreed with the statement with the percentage of 2.48. There were no respondents that have chosen the options besides the three above.

The statement that has been ranked at fourth is "The training has direct influence on my promotion" with the mean of 5.8509. Among the scale, agree showed the highest percentage which is 56.71%. Besides that, slightly agree showed 29.1% and followed by strongly agree which is 14.19%.

"The training has direct influence on my wage increase" has been ranked at fifth in this variable. Among the scale, slightly agree showed the highest percentage which is 55.72%. This has been followed by agree which get 43.03% and strongly agree which 1.25%t. No respondents have selected the other options such as strongly disagree, disagree, slightly disagree and neutral.

In this variable, "The training is about specific skills, work norms, process, goals, and duties that are needed in my job position" has the second lowest mean which ranked them at sixth. Its' mean is 5.4298. In this statement, most of the respondents have chosen slightly agreed with the statement. Next, 43.03% of respondents have chosen agree. None of the respondents have chosen the other five options.

The lowest mean which was 5.4156 belongs to the statement "The trained skills can enhance my employability". This ranked them at the last among statements in this variable. Among the scale, most of the respondents have chosen slightly agree which is 56.96%. Besides that, 42.30% of respondent have chosen agree and 0.74% have chosen to be neutral

Table 4.13 Central Tendencies Measurement of Constructs:
Benefits

Benefit	Percentage (%)							Mean	Ranking
	SD	D	SD	N	SA	A	SA		
The benefits we receive are as good as most other organizations offer.	0	0	0	0	52.98	44.02	3	5.5002	2

There are benefits we do not have which we should have.	0	0	0	51.24	41.29	4.47	3	4.5923	5
When I do a good job, I receive the recognition for it that I should receive.	0	0	0	0	56.96	43.04	0	5.4304	4
The way I get recognition for the work I do.	0	0	0	55.47	44.27	0	0.26	4.4505	8
The flexible benefits we have are equitable.	0	0	0	0	7.21	46.51	46.28	6.3907	1
Employee recognition is strong part of our organizational culture.	0	0	0	55.47	42.28	1.99	0.26	4.4704	7
Upper management does not support employee recognition in my organization.	13.43	79.6	6.71	0.26	0	0	0	1.938	9
My organization provides recognition tools for me to use.	0	0	0	0	53.23	43.78	2.99	5.4976	3
Providing non-monetary	0	0	0	45.27	50.99	3.74	0	4.5847	6

recognition helps me to achieve my job goals.										

In this variable, the highest mean 6.3907 belongs to the statement "The flexible benefits we have are equitable" which ranked them at first. Most of the respondents have chosen agree with the statement with the percentage of 46.51 and followed by strongly agree which has slightly difference of 0.23. However, there are also 7.21% who chosen slightly agree.

Next, second highest mean 5.5002 referred to "The benefits we receive are as good as most other organizations offer" which ranked it at second in this variable. Respondents tend to choose slightly agree rather than agree. The percentage for slightly agree is 52.98% while agree is 44.02%. Strongly agree have the percentage of 3% which ranked it at third among options.

"My organization provides recognition tools for me to use" has been ranked at third among statements in this variable. Most of the respondents are slightly agreed with the statement with the percentage of 53.23%. Next, agree has the percentage of 43,78% and followed by strongly agree with 2.99%.

The following statement will be "When I do a good job, I receive the recognition for it that I should receive" with the mean of 5.4304 and ranked at fourth. In this statement, respondents chosen slightly agree which is 59.64% overall. This followed by agree 43.04%.

The fifth statement referred to "There are benefits we do not have which we should have" with the mean of 4.5923. In this statement, respondents tend to be neutral which is the percentage of 51.24% and followed by slightly agree with 41.29%. Besides that, there were also 4.47% chosen agree and 3% of strongly agree.

"Providing non-monetary recognition helps me to achieve my job goals" are ranked at sixth with the mean of 4.5847. There were total of 50.99% of respondents who chosen slightly agree and followed by neutral which is 45.27%. There were also some respondents who chosen agree which is 3.74%.

Next statement will be "Employee recognition is strong part of our organizational culture" with the mean of 4.4704. This statement has been ranked at seventh among the statements. There were total of 55.47% respondents tended to be neutral. 42.28% chosen to slightly agree, 1.99% chosen to agree and 0.26% chosen to strongly agree.

"The way I get recognition for the work I do" was ranked at second lowest with the mean of 4.4505. In this statement, neutral has the highest percentage among all which is 55.47%. Slightly agree get the second highest percentage which is 44.27% and strongly agree get the third highest which is 0.26%.

The statement that ranked at last are "Upper management does not support employee recognition in my organization" with the mean of 1.938. Most of

the respondents chosen strongly disagree with the percentage of 79.6%. There were also 13.43% respondents chosen strongly disagree. Besides that, 6.71% and 0.26% of respondents have chosen slightly agree and neutral respectively.

Table 4.14 Central Tendencies Measurement of Constructs:
Turnover Intention

Turnover Intention	Percentage (%)							Mean	Ranking
	SD	D	SD	N	SA	A	SA		
I will probably look for a new job in a near future.	0	0	0	0.49	0	42.78	56.73	6.5575	2
At the present time, I am actively searching for another job in a different organization.	0	0	0	0	0.49	42.28	57.23	6.5674	1
I do not intend to quit my job.	14.92	78.10	6.71	0.27	0	0	0	1.9233	5
It is unlikely that I will actively look for a different organization to work for in the next year.	13.43	79.6	6.97	0	0	0	0	1.9354	4
I am not thinking about quitting my job at the present time.	12.43	79.6	7.21	0.76	0	0	0	2.3738	3

The highest ranked statement in this variable is "At the present time, I am actively searching for another job in a different organization" with the mean of 6.5674. Most of the respondents chosen strongly agree with the percentage of 57.23. Besides that, 42.28% had chosen agree followed by 0.49% who chosen slightly agree.

The second ranked statement in this variable is "I will probably look for a new job in a near future" with the mean of 6.5575. There are total of 57.23% of respondents have chosen strongly agree. Next, 42.28% had chosen agree and 0.49% selected slightly agree. None of the respondents had chosen strongly disagree, disagree, slightly disagree and neutral.

"I am not thinking about quitting my job at the present time" was ranked at third in this variable with the mean of 2.3738. Most of the respondents have chosen disagree with the statement with the percentage of 79.6%. Next, 12.43% of respondents had chosen strongly disagree followed by slightly disagree 7.21% and neutral with 0.76%.

In this variable, "It is unlikely that I will actively look for a different organization to work for in the next year" ranked at fourth with the mean of 1.9354. Disagree was chosen as the highest percentage which is 79.6% while neutral, slightly agree, agree, strongly agree were the lowest which is 0%. Strongly disagree had 13.34% and slightly disagree had 6.97%.

"I do not intend to quit my job" was ranked at last in this variable with the mean of 1.9233. Most of the respondents showed disagree with the

statement with 78.1 percent followed by strongly disagree which is 14.92%, slightly disagree which is 6.71%.

4.2 Scale Measurement

Scale measurement is a researchers' used tool in assessing the scale reliability. Nowadays, the Cronbach''s Alpha, created by Monroe (2010) is the most popular reliability statistic. It is to determine the average correlations and consistencies of the items when measuring the reliability of the survey instrument. It focuses on the reliability analysis of the four Independent variables and one dependent variable in scale measurement. The table below shows the level of the reliability in different range of Coefficient Alpha.

Table 4.15 Rule of Thumb about Cronbach's Alpha Coefficient Size

Coefficient Alpha (α)	Reliability
0.80 to 0.95	Very Good
0.70 to 0.80	Good
0.60 to 0.70	Fair
<0.60	Poor

(Source: Hair, Babin, Money, & Samouel, (2007). Essential of Business Research methods. West Sussex: John Wiley & Sons.)

4.2.1 Reliability Analysis

The table below shows the reliability analysis of each variable in this study. As the results shown in the table, both of the dependent and independent variables are more than 0.60. The Turnover Intention shown the Cronbach''sAlpha of 0.7819, it means that the level of reliability of this dependent variable can be accepted. Besides that, the highest level of reliability in the independent variables is the Work Life Balance which is 0.8321. By the way, the lowest level of reliability in all the variables is Training and Development which is 0.6154 only.Overall, all the variables used in this study are reliable and acceptable because all the Cronbach''s Alpha values of the variables are more than 0.60 and less than 0.90.

Table 4.16 Coefficient of Cronbach's Alpha

Variables	Pilot Test Result	Actual Test Cronbach's Alpha
Turnover Intention	0.781948	0.697103
Performance Appraisal	0.734538	0.676368
Work Life Balance	0.832094	0.732298
Training and Development	0.615431	0.662619
Benefits	0.660044	0.608506
Average of The Alpha	0.724587	0.675379

As shown in Table 4.16, the highest Cronbach's Alpha is work life balance (0.732298). The second highest Cronbach's Alpha is turnover intention (0.697103). The third highest Cronbach's Alpha in the dependent variable is performance appraisal (0.676368). The fourth highest Cronbach's Alpha is training and development (0.662619).The lowest Cronbach's Alpha is benefits (0.608506).

The Coefficient Cronbach's Alpha for all independent variable which includes:Performance Appraisal (0.676368), Work Life Balance (0.732298), Training and Development (0.662619), and Benefits (0.608506). Furthermore, the turnover intention Cronbach's Alpha is 0.697103. In conclusion, all the variables used in this study are reliable and acceptable because all the Cronbach"s Alpha values of the variables are more than 0.60.

4.3   Inferential Analysis

Pearson Correlation Coefficient used to measure the strength of linear relationship between two variables and depicts the direction, strength, and significant relationship between all variables. (Hair et al, 2007)

Table 4.17 Rules of Thumb about Pearson Correlation Coefficient

Coefficient Range	Strength
+0.91 to +1.00	Very Strong
+0.71 to +0.90	High
+0.41 to +0.70	Moderate
+0.21 to +0.40	Small but definite relationship
0.00 to +0.20	Slight, almost negligible

(Source: Hair, Babin, Money, & Samouel, (2007). Essential of Business Research methods. West Sussex: John Wiley & Sons.)

4.3.1 Pearson Correlation Coefficient

Table 4.18 Pearson's Correlation

Pearson Correlation Coefficients, N=402
Prob> |r| under H0: Rho=0

	Performance Appraisal	Work Life Balance	Training and Development	Benefits
Turnover Intention	-0.14668	-0.34233	-0.38239	-0.10562
Turnover Intention	0.0032	<.0001	<.0001	0.0343

Hypothesis 1

H_0: There is no relationship between Performance Appraisal and Turnover Intention.
H_1: There is a significant relationship between Performance Appraisal and Turnover Intention.

Due to negative value for correlation coefficient according to the table, performance appraisal and turnover intention have negative relationship between this IV and DV. As we can see that from table, the variable of performance appraisal showed -0.14668 correlation with turnover intention variable. This means that when performance appraisal increased, turnover intention will be decreased.

Correlation coefficient -0.1466 is fall under coefficient range from 0.00 to $\pm$0.20. Therefore, performance appraisal and turnover intention's relationship are slight, almost negligible.

Other than that, due to p-value 0.032 less than alpha value 0.05, therefore performance appraisal and turnover intention's relationship showed significant.

Hypothesis 2

H0: There is no relationship between Work Life Balance and Turnover Intention.
H2: There is a significant relationship between Work Life Balance and Turnover Intention.

Due to negative value for correlation coefficient according to the table, work life balance and turnover intention have negative relationship between this IV and DV. As we can see from table, the variable of work life balance showed -0.34233 correlation with turnover intention variable. This means that when performance appraisal increased, turnover intention will be decreased.

Correlation coefficient -0.34233 is under coefficient range from 0.21 to $\pm$0.40. Therefore, work life balance and turnover intention's relationship are small, but definite relationship.

Other than that, due to p-value <0.0001 less than alpha value 0.05, therefore work life balance and turnover intention's relationship showed significant.

Hypothesis 3

H0: There is no relationship between Training & Development and Turnover Intention.
H3: There is a significant relationship between Training & Development and Turnover Intention.

Due to negative value for correlation coefficient according to the table, training and development and turnover intention have negative relationship between this IV and DV. As we can see that from table, the variable of training and development showed -0.38239 correlation with turnover intention variable. This means that when performance appraisal increased, turnover intention will be decreased.

Correlation coefficient -0.38239 is under the coefficient range from 0.21 to ±0.40. Therefore, work life balance and turnover intention's relationship are small, but definite relationship.

Other than that, due to p-value <0.0001 less than alpha value 0.05, therefore training and development and turnover intention's relationship showed significant.

Hypothesis 4

H0: There is no relationship between Benefits and Turnover Intention.
H4: There is a significant relationship between Benefits and Turnover Intention.

Due to negative value for correlation coefficient according to the table, benefits and turnover intention have negative relationship between this IV and DV. As we can see that from table, the variable of benefits showed -0.10562 correlation with turnover intention variable. This means that when benefits increased, turnover intention will be decreased.

Correlation coefficient -0.10562 is under coefficient range from 0.00 to ±0.20. Therefore, benefits and turnover intention's relationship are slight, almost negligible.

Other than that, due to p-value 0.032 less than alpha value 0.05, therefore benefits and turnover intention's relationship showed significant.

4.3.2 Multiple Linear Regression

Hair et al., (2003) elucidated that Multiple Regressions Analysis will execute some IV into same type of regression equation and anticipate a single DV.

Table 4.19 Multiple Linear Regression

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr> F
Model	4	14.11829	3.52957	51.63	<.0001
Error	397	27.13952	0.06836		
Corrected Total	402	41.25781			

Root MSE	0.26146	R-Square	0.3422
Dependent Mean	3.78756	Adj R-Sq	0.3356
CoeffVar	6.90313		

H_0: The four independent variables (performance appraisal, work life balance, training & development and benefits) are not significant in explaining the variance in turnover intention.

H_5: The four independent variables (performance appraisal, work life balance, training& development and benefits) are significant in explaining the variance in turnover intention.

Based on the table, F-statistic showed significant because p-value (<.0001) is less than alpha value 0.05. Hence, the independent variables (performance appraisal, work life balance, training & development and benefits) are explaining the variance in turnover intention and the alternate hypothesis was supported by data.

Based on the table above, R-square has shown the extent of the independent variables which able to explain the variations in the dependent variables. Independent variables (performance appraisal, work life balance, training & development and benefits) manage to explain 34.22% of the variations in dependent variable (turnover intention) in this study. Therefore, it means that there are left 65.78% unexplained in this study. Therefore we can say that there are still have other additional variables that are important in turnover intention which have not been considered in this study.

Table 4.20 Multiple Linear Regression: Parameter Estimates

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr>|t|
Intercept	1	7.47737	0.33216	22.51	<.0001
Performance Appraisal	1	0.48918	0.10477	4.67	<.0001
Work Life Balance	1	-1.04780	0.10034	-10.44	<.0001
Training and Development	1	-0.42554	0.05190	-8.20	<.0001
Benefits	1	0.44054	0.10452	4.22	<.0001

P-value for **performance appraisal** are shown as <.0001 which is less than the alpha value 0.05. Therefore it means that **Performance Appraisal** is significant to forecast the turnover intention of this research study.

P-value for work life balance are shown as <.0001 which is less than the alpha value 0.05. Therefore it means that **Work Life Balance** is significant to forecast the turnover intention of this research study.

P-value for training and development are shown as <.0001 which is less than alpha value 0.05. Therefore it means that **Training and Development** is significant to forecast turnover intention of this research study.

P-value for benefits are shown as <.0001 which is less than alpha value 0.05. Therefore it means that **Benefits** are significant to forecast turnover intention of this research study.

Regression Equation:

Turnover Intention = 7.47737 + 0.48918 (Performance Appraisal) – 1.04780 (Work Life Balance) – 0.42554(Training and Development) + 0.44054(Benefits)

If compare to other predictor variables (Performance Appraisal, Training and Development, Benefits), the highest contribution to the changes of DV (turnover intention) is **Work Life Balance**. The reason for the highest contribution is due to the t-value (under Table 4.20) for this predictor variable is the largest (10.44).

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Other than that, if compare to other predictor variables (Performance Appraisal, Work Life Balance, Benefits), the second highest contribution to the changes of DV (turnover intention) is Training and Development. The reason for the second highest is due to the t-value (under Table 4.20) for this predictor variable is second largest (8.20).

Furthermore, if compare to other predictor variables (Work Life Balance, Training and Development, Benefits), the third highest contribution to the changes of DV (turnover intention) is Performance Appraisal. The reason for the third highest is due to the t-value (under Table 4.20) for this predictor variable is third largest (4.67)

However, if compare to other predictor variables (Performance Appraisal, Training and Development, Work Life Balance), the lowest contribution to

the changes of DV (turnover intention) is Benefits. The reason for the lowest is due to the t-value (under Table 4.20) for this predictor variable is smallest (4.22).

Overall, Work Life Balance has the highest contribution towards turnover intention. Thus, the private higher institutions of Malaysia are strongly recommended to focus on performance appraisal in order to decrease the turnover intention of employees in this education industry.

4.4   Conclusion

This chapter provides the overall of the three analyses consisting of descriptive, reliability and inferential analysis. The result of this study had shown that there are significant relationships between the dependent variable (turnover intention) and the independent variables (performance appraisal, work-life balance, training & development, and benefits).

In next chapter, we will focus on the major discussions and summary of this research as well as the recommendations for the future study.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0   Introduction

We are going to discuss about the discussion of the result from chapter 4 in this chapter. Based on the researcher, they would discuss the statistical analyses' summary, major finding's discussion, study implication, study limitations and future research recommendations. Conclusion is the final part for this study.

5.1   Summary of Statistical Analyses

5.1.1   Descriptive Analyses

In chapter 4, demographic analysis has been used for evaluate respondent's demographic characteristics. 402 questionnaires had been collected back from the respondents for this research study. The percentage of gender who took part in the questionnaires included 239 male respondent and 163 female respondents. It represented that there are 59.45% of male respondents and 50.45 % for female respondent. Most of the respondent's age are 21-30 years old, 197 respondents (49%) and 31-40 years old, 136 respondents (33.83%) and follow by above 40 years old, 69 respondents (17.17%) and 16-20 years old, 0 respondent (0%).

Moreover, Chinese 308 respondents (76.62%) is the major races for this research study and Malay 54 respondents (13.43%) and follow by Indian 27 respondents (6.72%) and lastly are other 13 respondents (3.23%). The

reason we get this result is because most of the universities and colleges that we visited are domain by Chinese staffs.

Majority of the educational institutions are work for are College, 292 respondents (72.64%) and University, 110 respondents (27.36%) and others, 0 respondent (0%)

The current positions in higher private education institutions are 270 respondents (67.16%) are 65 respondents (16.17%) are tutor, 54 respondents (13.44%) are others in position, 13 respondents (3.23%) are assistant professor and had no any associate professor take part in this study.

Besides that, almost half of the respondents have 1 to 5 years working experiences (49.5%). The lowest is 10 years experiences and above which 13.68%, there are only 55 respondents have more than 10 years experiences. Furthermore, there are 20.40% of respondents are having 5-10years experiences and 66 respondents (16.42%) having less than 1 year experience.

In education level, the majority of the respondents are master's degree holder (73.63%). 93 respondents (23.13%) are degree holder and 13 respondents (3.24%) are doctorate degree holder. Furthermore, there are no respondent is diploma holder.

In salary area, there is no respondent's salary is below RM2, 000. Most of the respondent's salary are between RM4, 000 – RM4, 999 which is 148 respondents (36.82%). there are 52(12.94%) respondent's salary are between RM2, 000 – RM2, 999 and 134(33.33%) of respondent having

salary between RM3, 000 – RM3, 999. Last, there are only 68(16.91%) respondents earning more than RM5, 000.

5.1.2 Central Tendencies Measurement of Constructs

Based on the Table 4.10-4.14, most of the respondents are support the question of independent variable (performance appraisal, work life balance, training and development, and benefits) are influence the dependent variable (turnover intention) the Private Higher Education Institution with the means 6.42 to 1.92

5.1.2.1 Scale Measurement

The independent (performance appraisal, WLB, T&D, and benefits) and dependent variable (turnover intention) evaluated by Reliability Test and Cronbach's alpha. The Cronbach's alpha for independent variable turnover intention (5 items) is 0.781948; performance appraisal (6 items) 0.734538, work life balance (10 items) 0.832094, training and development (7 items) 0.615431, and benefits (9 items) 0.660044. This means that there had a very good reliability for all dependent and independent variables because it falls in the range of 0.60 to 0.85.

5.1.3   Inferential Analysis

5.1.3.1 Pearson Correlation Analysis

The relationship of independent variable (performance appraisal, WLB, T&D, and benefits) and dependent variable (turnover intention) is examined by Pearson correlation analysis. Performance appraisal has a -0.14668, work life balance has a -0.34233, training and development has a -0.38239, and benefits have a -0.10562 correlation with the turnover intention based on the result of Table 4.18. Overall, we can explain that the dependent variable (Turnover Intention) is significantly and negative

correlated with independent variable (Performance Appraisal, WLB, T&D, and Benefits) because at 0.05% significant level.

5.3.2.1 Multiple Regression Analysis

R square showed the result of 0.3422 in Table 4.19. It explained that 34.22% independent variable (performance appraisal, WLB, T&D, and benefits) and dependent variable (turnover intention) in this research. Other than that, p-value is less than alpha value 0.01 from the result in Table 4.20 (Analysis of Variance). Therefore F –statistic is significant. As we can say that, there is a good descriptor for the model of this research and independent variable (performance appraisal, work life balance, training and development, and benefits) significant explain the variance in turnover intention.

Based on the result in Table 4.20, work life balance is the highest contribution with the parameter estimate 1.04780; second is performance appraisal with the parameter estimate 0.48918; third is benefits with the parameter estimate 0.44504; however, the lowest contribution is training and development with the parameter estimate 0.42554. Performance appraisal, work life balance, training and development, and benefits are significant to turnover intention in this study. This is due to p-value of all independent variable is less than alpha value 0.0001

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Y (Turnover Intention) = 7.47737 + 0.48918 (Performance Appraisal) -

1.04780(WLB) -0.42254 (T&D) + 0.44054

(Benefits)

5.2   Discussion of Major Findings

5.2.1 Performance appraisal

Hypothesis 1

H_1: There is a significant relationship between performance appraisal and turnover intention.

According to results shown in table 4.18, there is a negative value 0.14668 in the range of 0.00 to $\pm$0.20 between performance appraisal and turnover intention so these two variables gave a negative relationship. Besides, the relationship between performance appraisal and turnover intention is significant it is because the p-value 0.0032 is less than alpha value which is 0.005. Thus, H_1 will be accepted.

Lindsey (2007) have pointed out that performance appraisal is one of the practices to enhance career commitment and responsible to reduce turnover intention in the organization. Performance appraisal will make organizations more efficient and effective in motivating employees. Appraisal shows which areas employees can be improve and stick to the goals that set by organization (Joarder & Sharif, 2011)

However, we get value of 0.14668 in our research in Gen Y in higher education institution. This is because measuring knowledge worker productivity is difficult due to complex and dynamic nature of knowledge work (Marjorie, 2007). Besides that, attentive employers and feedback are now more attractive to evaluate Gen Y performances (Zainab, 2011). This

is because performance appraisal may have certain bias toward some of the employees from human resources department and some unqualified manager failure to provide complete, appropriate feedback toward employee performance. Stereotyping is one of the factors that make bias happen in performance appraisal of workplace. This may regarded to the gender, race, age or other characteristic of an individual being rated. For example, women in stereotypically male jobs were rated in lower than women in stereotypically female job (Anjum & Yasmeen, 2011).

Another common problem occurred in using performance appraisal is that managers rate employees higher than warranted which is leniency (Mustapha & Daud, 2013). This may because of employers want to avoid confrontation with the employee, to avoid reducing the chances of the employee to get bonus, and also be motivate employees by giving high ratings. Last but not lease, liking is a problem in performance appraisal and it will happen between strangers (Player, 2006). If the rater and ratee have a direct or indirect relationship, so that rater will purposely give high ratings to the people who have relationship with him. Therefore, in private higher education institutions, most of the Gen Y think that performance appraisal did not bring any effect for their turnover intention.

5.2.2 Work life balance

Hypothesis 2

H_1**:** There is a significant relationship between work life balance and turnover intention.

According to the result shown in Table 4.18, the value between WLB and turnover intention is negative which is 0.34233 and fall under the range of $\pm$ 0.21 to $\pm$ 0.40. Besides, the relationship between WLB and turnover intention is significant. This is because the p-value <.0001 is less than alpha value 0.05. Hence, H1 is accepted. Therefore, the higher the WLB is perceived; the lower is the turnover intention.

Pearson correlation showed WLB has the second highest value among the four independent variables which is 0.34233. This indicates that WLB has more impact on turnover intention compared to other independent variables. According to Singh (2010), this is because nowadays WLB policies have been viewed as one of the important factors of workplace quality in the organization. Unlike past-generations, employees nowadays worked hard for their life but at the same time seek for balance between work and family lives (Bruin, 2004). They valued WLB as they would not allow their work to ruin their daily life (Cameron, 2011). In order to avoid fatigue of over-working, they tend to have more personal space rather than using all their time in the work place (Moore, 2007). Employees are proven to enjoy their life and not only focus on work; they are more likely to spend their time with their family rather than the computer in office (Noor, 2011). This can enhance their satisfaction and motivate them to work harder (Boren, 2010).

WLB programs increased the positive sign (the level of employee's job satisfaction, commitment and morale) while reducing the negative impacts such as turnover, absenteeism and stress in order to enhance and achieve organizational efficiency and effectiveness (Kondrasuk, 2011). When employees manage to balance up their work-life, their turnover intention will be low. In other words, whenever employees can't manage their stress, their turnover intention will be high (White, 2011).

Furthermore, it has been reported that WLB policies are not only attractive to job applicants; it also causes applicants to have a positive reaction to company which implemented WLB policies (Appelbaum, Roy & Gilliland, 2011). In other words, applicants do have a perception of the companies are care about their employees (Grandi, 2013).

5.2.3 Training and Development

Hypothesis 3

H_1: There is a significant relationship between training and development and turnover intention.

According to the result shown in table 4.18, it shows a negative value 0.38239 which fall into the range of $+0.21$ to $+0.40$ between the T & D and turnover intention and therefore, they have a negative relationship. Beside this, the relationship between T & D and turnover intention is significant, it is due to the p-value <0.0001 which is less than 0.05. Thus, H_1 will be accepted.

This research is not same with previous studies. For instances, the research of Dardar, Jusoh, Rasli (2011), showed that there is a tight relationship between T & D and turnover intention. Even though in our result T & D only shown a small relationship with turnover intention, yet it has the highest correlation coefficient value among the four independent variables (Monroe, 2010). Compared with other independent variables, T & D might

more concern by Gen Y employees in private higher education institutions. It is because training and development is able to enhance the employability of individual and it tie with future career development, therefore Gen Y employees are take it into their consideration when deciding whether stay or leave the organization (Bird, 2006).Training and development can be viewed as an appreciation tool for employees, because of company pay attention to a particular employee therefore only they will provide training for them. It is common for an employee to leave the company if there is no any training provided to them (Choo & Bowley, 2007). As we mentioned, training and development tie with future career development, therefore employees will try to leave the organization which didn't provide and training for them (Anne & Dupuis, 2004).

Moreover, Joarder and Sharif (2012) do mentioned that T & D is able to reduce the intention of turnover in the company. Our study results have proven the claim of Joarder & Sharif, however there is only small but definite relationship between T & D and turnover intention. Even there is a small relationship; we cannot deny that it is not important to reduce Gen Y turnover intention.

5.2.4 Benefits

Hypothesis 4

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

Based on the result shown in table 4.18, there is a negative value of 0.10562 which fall into the range of 0.00 to ± 0.20 between benefits and turnover intention so these two variables have negative relationship.

The relationship between benefits and turnover intention is significant due to the p-value 0.0343 which is less than alpha value 0.05. Thus, H_1 will be accepted. Ali and Ahmed (2009) have claimed that there is a relationship between benefits and turnover intention in previous study. In our result it shows that only slight relationship between benefits and turnover intention of employees in private institution of higher learning. It is because benefits do not widely used in Malaysia's higher educational institutions. Gen Y might not concern on the benefits provided by the employers therefore it is not a strong factor which can influence the turnover intention.

Other than the four independent variables that we stated in earlier chapter, there might have other factors which will also affect Gen Y turnover intention, for example promotion. Gen Y are more focus on their career path, they wants to have a planning for their future (McDowall & Mark, 2010). If an organization provides them promotion opportunity it may affect their intention to stay or leave the organization.

On the other hand, Berberian (2008) stated that rewards are not enough to retain Gen Y, richer of the rewards or package should be offered in order to makes this factor more effective. Therefore single or uninteresting rewards package will only slightly affect the employee's turnover intention.

5.2.5 Independent variable (Performance Appraisal, Work Life Balance, Training and Development and Benefit)

Hypothesis 5

H_1: There is a significant relationship between independent variable and dependent variable in private higher education institution.

Results from table 4.19 in the Multiple Linear Regression, R-square of these independent variable with dependent variable is 0.3422 which means that independent variable can explain 34.22% of the variations and significant explain the variance of dependent. Therefore, the H_1 is supported by the data.

Based on the research done by Phyllis (2001), the factors which influence turnover intention in higher private education institution are key performance indicator, WLB, training and compensation. In this research results, WLB and training and development are the most crucial and important qualities that affect turnover intention. As results shows in Table (Multiple Linear Regression), work life balance contributed the most in this research.

5.3   Implication of the study

5.3.1 Turnover intention

The opinion of researcher after this study is turnover will affected by the independent variables (performance appraisal, work life balance, training and development and benefits) in private higher education institution. Therefore, Education Institution should consider these few factors that will reduce employee turnover.

5.3.1.1 Performance Appraisal

According to this research's result, performance appraisal has a negative relationship with turnover intention in private higher education institution. Since performance appraisal can affect turnover intention directly, so organization should take action to make it more efficient such as performance review, performance evaluation, feedback (Ahsan & Abdullah, 2009). This research shows useful information which an organization can use it to manage and to realize that turnover intention will be influenced by performance appraisal (Johnson, 2011). A potential implication for employees is recommended that research finding to review and conduct so that it will help to decrease turnover intention in educational institution with performance appraisal.

Lazar, Osioan & Ratiu (2010) claimed that researchers believe performance appraisal is important objective and responsibility to reduce

turnover intention among Gen Y in private higher education institution. This factor becomes part of the strategic that used in human resources activities and business policies (Rusli & Camelia, 2010). Paul (2000) defined that performance appraisal is one of the efforts and actions that help in achieving organization missions and goals. Therefore, this study attempts to examine how performance appraisal affects turnover intention.

Even result shows there is a negative relationship between PA and turnover intention, but it is only small or slight negative relationship. Therefore, we believe that there might have other factors affect turnover intention in higher private education institution among Gen Y. Supervisory support refers to the interpersonal relationship between employee and supervisor or top management in the workplace (Kondrasuk, 2011). Thus, we think that this relationship will influence employees' satisfaction and turnover intention (Joarder, Sharif & Ahmmed, 2011).

Theoretically, performance appraisal able to help organizations to retain employees, this is because employer used it to manage, evaluate and improve employee performance (March & Simon, 1958). The appraisal helps employee know what is the strengths and weaknesses of themselves. Besides that, appraisal is useful for organization to arrange training and development for those employees who dint meet organization expectation (Anjum & Yasmeen, 2011).

In the real working environment, performance appraisal is important to reduce turnover intention. This is because performance appraisal used to determined employee annual bonus and their opportunities to be promote. This will lead employee to feel that they are recognized by organization.

5.3.1.2 Work Life Balance

According to literature review, WLB has been viewed as important workplace quality in retaining employees. This involved flexible working time, compressed work week, and telecommuting (Grandi, 2012). This indicates that whenever company offer WLB programs, it can reduce the turnover intention of employees (Wheatley, 2012). By implementing WLB, cost can be reduced and minimized; the saved cost reflected the profit to organization (Fiona, 2007). Since profit is always the matters that organization concerned about, they should implement WLB policies as soon as possible (Thomas & Gnaster, 1995). Moreover, it will indirectly increase the employee loyalty and enhance their satisfaction towards their job (Ioan, 2010). In this case, both employers and employees actually gained advantage because reputation of employer will increase for being a responsible employer and at the same time retain their talented employees. For employees, they can work happily under the comfortable working environment (Baral & Bhargava, 2010).

Practically, employees in private higher education institution often adapt to the WLB programs that provided by their employers (Galusha, 2011). Employees who adapted to the WLB policy, they are more attaching to their organization because they can balance up their work and life (Fisher, 2010). Employers should provide different kind WLB programs such as compressed work-week, flexible working time and telecommuting (Power, 2004). Whenever employees received WLB programs, they are more psychologically satisfied compared to those who do not adapt; some even physically satisfied because of enough rest time (Morgan, 2009). Physically and psychologically exhausted would lead to illness and fatigue; this would be a burden to the organization because they might have the possibility to lose talented employees (Singh, 2010). Therefore, it is very

important for organization to have WLB policy in order to keep their employees healthy and contended (Saif, Malik & Awan, 2011).

Nowadays, WLB is treated as a core of motivation and enhance commitment in workplace. Employees tend to have better work life with the help of WLB program. Based on the research done by Marafi (2013), managers play the important roles to employees who look for WLB. They could create an environment in which WLB is expected and supported and hence, talented employees whom valued WLB could be retained (Ueda, 2012).

As mentioned by Riccio (2010), WLB is not only the way to motivate employees; there is another way which can enhance their satisfaction. Learning organization is a strategy where learning non-stop from different elements of change and it is critical to organization (Young, 2013). The main strength of a learning organization system comes from its employees. Employees tend to become learner as well as teachers in order to exchange knowledge. In this way, employees would gain knowledge which beyond their imagination because learning organizations enhance team learning, cooperation between employees, and increase the level of thinking (Rush, 2011). This will enhance the satisfaction of employees and hence decrease the level of turnover intention Chien (2010).

5.3.1.3 Training and Development

This study showed that T & D has a significantly relationship with the turnover intention in private higher educational institutions. Throughout this research, the relationship between T & D and turnover intention is significant when performance appraisal, work life balance and benefit are tested together toward turnover intention by using multiple regression analysis. The meaning of T & D had furthered elaborate that this variable has an impact on turnover intention in private higher education institution (Lynn, 1996). T & D is an critical factor in every organization (Dorestani, 2009). This is because it helps organization to reduce turnover intention.

Ralph (1986) said that T & D is a necessary tool for an organization to step forward to success and expand their business. Training and development is planned activities which organized by organization to improve the employee abilities in order to match with the organization goals and objectives (Karon & Ghulam, 2011). Besides that, organization uses this factor to build a life-long relationship with employees (Phyllis, 2001). There is sensitive when come to investigation on the return of invest on training and development programs for their employees, whether the training and development program bring advantage and improvement to actual environment (Adesola, Oyeniyi & Adeyemi, 2013).

According to this reliability results of study, training and development could lead an organization to reduce turnover intention and it could increase the company performance and organization productivity. There is a negative value of 0.38239 between the T & D and turnover intention and therefore, these two variables have a negative relationship. The relationship is small but has definite relationship.

Other than training and development, Gen Y also looks empowerment and participation as an important factor to affect their turnover intention (Kummerfeldt, 2011). Empowerment and participation is a form of recognition towards employees. However monetary form of rewards may not as strong as non monetary rewards to influence employee's turnover intention (Justin, William & Jennifer, 2013). Gen Y wants power and authority other than other form of rewards (Cheng & Waldenberger, 2013).

Theoretically, T & D is important for the organization to retain and attract talented employee because it enhance employee's ability, skills and knowledge and employability as well (Auluck, 2007). Beside this, it also provides future career development to an employee (Maureen, 1993). This is the reason for Gen Y focus on training and development as a factor when they decide whether leave or stay in an organization (Granston, 2004).

Moreover, in real corporate world, T & D serve as an important qualitiy for an organization to retain employees (Park, 2008). Because T & D is able to help employees improve their skills and knowledge employer should provide more training program for their employees to show appreciation for their working efforts. It will effectively help an

organization to retain and attract skilled and talented employees (Jehanzen & Rasheed, 2013).

5.3.1.4 Benefits

Based on study's result, it shows a negative relationship between benefits and turnover intention employees towards private higher educational institutions in Malaysia. From the literature review, benefits can be view as a tool that recognize, acknowledging and showing appreciation toward employee's hard work or efforts in the organization (Abendschien, 2004).

This has been further elaborated by Henagan (2006), it is important to use non-monetary form of benefits to motivate, recognize and reward the employee. Suh (2008) said there are different kind of employees benefits such as insurance, leave, retirement, loans and termination, employee services and other benefits. Thomas (2013) indicated that work-family balance and family-friendly benefits are more and more concern by the employees nowadays, which include of flexible hours, parental and family leave, for working.

In the perception of the staff in workplace, rewards play an important and major role regarding the reward climate in the workplace (Palmer, 2006). Employee might have the perception of the organization as a caring and supporting organization, when organizations increased tools such as family benefits and opportunity of increasing holiday (Balsam, Gifford & Kim, 2007). Rewards can be considered as an important factor in organization as it can enhance job satisfaction (Wan, Wong & Kaur 2010). Sinclair, Johnson (2011), have mention that company can increase the ability of

retaining and attracting talented employee as a competitive advantage by providing effective employee benefits.

However, there is a negative value of 0.10562 between benefits and turnover intention of employees in private higher educational institutions in Malaysia and there is a slight negative relationship between these two independent variable and dependent variable. It means that there might have stronger factors that affect employee's turnover intention other than benefits. For the Gen Y flexible working hour is more important factor which they concern about, as we mentioned 'me-time' concept serve as an important factors that affect Gen Y employee's turnover intention (Young, 2012). Benefit is a tool or reward that acknowledges their efforts, yet this is not strong enough to affect Gen Y intention to leave or stay in an organization.

Theoretically, benefit is a tool to motivate employees work harder for the organization and also able to retain and attract employees. However, in practical benefits may not that effective and efficient compare to other factors. It is because non-monetary benefits only show small appreciation and small recognition to an employee. In real corporate world monetary benefits always the most effective tool to motivate employees to maintain the excellent level of performance in the organization (Burkhart, 2000).

5.4   Limitation of Study

One of the limitations was the time constrain in completion of this research study. We have been given approximately 6 months in conducting this study. Therefore, this limits our range in conducting this research study.

The distribution of questionnaire is time consuming and we have to ensure that the questions are relevant to our research study and understandable for the respondents. Beside this, we also require time to key in the data which collected from the respondents and ensure the data are accurate before analyzing it as well as explain the result by supporting facts after running the data by the SAS system. Due to the time constrain, maybe there are other useful information that we might missed in this study.

Second limitation is the sample size for our study may not sufficient for represent the whole population. In our study, there are total of 402 respondents' questionnaires able to collect back and this figure may not enough to represent the entire population of the private institution of higher learning in Malaysia. The result may not strong as other who has the larger sample size.

The location of our study was also the limitation because we only choose Klang Valley, Perak and Penang as our target location for this research. There are private higher educational institutions all over the peninsular Malaysia due to cost and time constrain we are force to have limited coverage. Therefore is might affect the reliability of this study.

5.5   Recommendation for Future Study

Due to time constraint, we have difficulties to obtain sufficient and useful data to support in our research study. Hence, time is an important factor and should take into consideration in future in order to allow next researcher to have a longer time period to complete their study

successfully. Sufficient time is importance as researchers have to consuming time to collect relevant data for their research. With sufficient time given, researchers are allow to find more journal articles to support their statement and longer time for collecting relevant and useful information for their study. Beside this, the targeted sample size should make it larger in order to have an accurate and reliable result on the non-monetary factors which affect turnover intention of employees in private higher educational institution in Malaysia. Future researchers will have a guideline to identify the sample size in order to obtain a better result for their research study.

Furthermore, sampling location is very important for researchers to get a more reliable result for their study. It is better if researchers able to cover the whole peninsular Malaysia for their sampling location. Future researchers will achieve a better and more reliable result on the non-monetary factors which will affect turnover intention of employee in private higher educational institutions in Malaysia. Hence, this will avoid future researchers from making assumption on the only 3 states in Malaysia that we used which are Klang Valley, Perak and Penang.

On other hand, although the questionnaires in our research conducted showed that performance appraisal, work life balance, training and development, benefits have significant relationship with turnover intention, however some of the questionnaires showed lower reliability. Developing of more reliable measures for evaluating construct measurement has to make consideration in future study in order to use for carry out more actual expectation. Therefore, researches are needed to carry out on the relationship between the independent variables and dependent variable and it may become a useful support evidence for examining how these independent variables affect the employee turnover intention in Malaysia.

Moreover, there have negative sides when the information collected from a selected group of diversity individual for our research purpose. It is because different groups' individual has different idea and opinion in perceiving diversity related issues (Chiu & Francesco, 2003). More researches are needed to carry out and distribute questionnaires randomly to different targeted group. Then, we can get different perspectives to examine current and future trends of employee turnover intention in Malaysia. Thus, it is necessary to distribute questionnaires to different targeted groups of private higher institutions in Malaysia and not just the targeted groups in Klang Valley, Perak and Penang only. The research conducted will be more accurately and showed the actual result of employee turnover intention in Malaysia if we get the information provided from different targeted groups in different places in Malaysia.

Besides, one of the recommendations for further study is always recognize the demographic changes in our surrounding in which related to global changes from time to time. Demographic trends relate to developments and changes in human population such as gender, marital status, race, household income and others. We need always consider the changes of this demographic because it can be also be a factor affects the result of the relationship between PA, work life balance, training and development, benefits and employee turnover intention in Malaysia. Besides, there are other perspectives such as trends in a population's socioeconomic status, life stage, and lifestyle. All of these categories are also useful for researchers and they will take these considerations when conducting study about the employee turnover intention in Malaysia.

On the other hand, there are still had other independent variables affect the DV (turnover intention) due to R-Square showed 33.42% in Multiple Regression Analysis and there are still leaves 65.78% of other independent

variables affect our DV(turnover intention). We are searched some of the variables and shown as below:

Employee Relation

Nowadays, besides the other factors, connection between employers and employees are very important to organizations. Employee relation had become one of the management tools that improve the employee poor performance more than punishment. For example, if employers make a good relationship with colleagues such as always make a decision making for huge project, commitment with each other to complete a task, having meal with colleagues, and others. The employees will willing corporate with each other and help each other if one of the staffs had problems. Thus, it can enhance the leadership and supervisory quality of managers.

On the other hand, employees are facing complicated job tasks because they are working in long period of hours and work as a team. They need to face, interact, and corporate with the other colleagues in order to complete the job task. Therefore, they need higher socio-emotional to lead them performing well in their job tasks respectively. As we can say that, the relationship between both parties much closer, hence the more beneficial the organization and employee own gain.

Career Development

Career Development is able to lead the employees to view and plan about their future in organization. This will motivate them to see what they can achieve in organization and boost up strive for their best to perform well in their own work in good quality. Besides that, it also create win-win situation to employee and organization. For employee, they can get happiness through workplace well-being if organization offered opportunity to improve their knowledge and skills via career development programme. For organization, it will make employees felt they are one of the family member of the organization and will work harder in order to perform well to contribute and gain profit for the organization. At the same time, turnover intention will decrease and most of the employees retained to work in organization.

Supervisory Support

It refers to the guideline of one's performance, job direction, career guiding, and so forth. It also defined as a good relationship between supervisor and subordinates in the organizations. If supervisor care about the feeling, well-being, and situation of the employees, thus it will lead the employees to work together in workplace and expand their knowledge together to complete a job task within a group. Moreover, it also will increase the profit of share for the company and the staffs are become more committed in workplace.

<u>Working Condition</u>

Safe and health working conditions can help to increased job satisfaction and decreased the job stress of the staffs. If working environment is under expectations from the employees, thus it will influenced the employees move to other organizations and change their related job field because they felt no safe and their health problems may occurred. For example, whenever the education institution located nearby around all the factories which full of haze, thus it will influenced the employees tend to leave the organization because they will their health problem may influenced by unfavorable condition.

5.6   Conclusion

In this chapter, we have mentioned some of the discussion for the study which is included the statistical analyses. Overall, this chapter showed there is a significant relationship between turnover intention and performance appraisal, WLB, T&D, and benefits. The highest contribution for employee's turnover intention in Private Higher Education Institutions from the result of Multiple Regression Analysis is work life balance, which means it is the factor which influences the most towards the dependent variable among four factors. We also provided implication of study, limitation and recommendation for future study in this chapter.

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APPENDIX A: APPLICATION LETTER FOR PERMISSION TO CONDUCT SURVEY

UNIVERSITI TUNKU ABDUL RAHMAN
Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

7ᵗʰ May 2014

To Whom It May Concern

Dear Sir/Madam

Permission to Conduct Survey

This is to confirm that the following students are currently pursuing their *Bachelor of Business Administration (Hons)* program at the Faculty of Business and Finance, Universiti Tunku Abdul Rahman (UTAR) Perak Campus.

I would be most grateful if you could assist them by allowing them to conduct their research at your institution. All information collected will be kept confidential and used only for academic purposes.

The students are as follows:

Name of Student	Student ID
WONG KIM YENG	11ABB06873
CHIA ONN JIAN	11ABB07025
ONG HWAI JUN	11ABB07269
SIAW PUI MAN	12ABB00730
YAU KOK PONG	11ABB06981

If you need further verification, please do not hesitate to contact me.

Thank you.

Yours sincerely

....
Mr Kuek Thiam Yong
Head of Department,
Faculty of Business and Finance
Email: kuekty@utar.edu.my

....
Mr Tee Chee Wee
Supervisor,
Faculty of Business and Finance
Email: teecw@utar.edu.my

Address: No.9, Jalan Bersatu 13/4, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia
Postal Address: P O Box 11384, 50744 Kuala Lumpur, Malaysia.
Tel: (603) 7958 2628   **Fax:** (603) 7956 1923   **Homepage:** http://www.utar.edu.my

APPENDIX B : QUESTIONNAIRE

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF BUSINESS AND FINANCE

Dear respondents,

We are year 3 semester 3 students from Universiti Tunku Abdul Rahman (UTAR), Faculty of Business and Finance (FBF). Currently, we are pursuing our Bachelor of Business Administration (Hons) degree program. We are taking UBMZ 3016 Research Project. In order to complete this subject, we are required to conduct a research project in 2 semesters.

This questionnaire in designed to investigate **a study on non-monetary practices towards private higher education institutions in Malaysia.** Hence, your participation is very much needed in our study.

This questionnaire consists of two sections and will require approximately 10 minutes to complete it. Your response will be kept strictly confidential and will only be accessible to the research team. We deeply appreciate your cooperation and contribution in assisting us.

Thank you.

Please do not hesitate to contact us if you have any inquiries.

1. Chia Onn Jian   (016-9332878)
2. Ong Hwai Jun   (012-5703597)
3. Wong Kim Yeng   (016-9835891)
4. Siaw Pui Man   (016-6573798)
5. Yau Kok Pong   (012-4032776)

A Study On Non-Monetary Practices towards Private Higher Education Institution in Malaysia

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Questionnaire

Part A : Personal Detail

Please tick (✔) where appropriate.

_____

1. Gender:

   ☐ *Male*

   ☐ *Female*

2. Age:

   ☐ *16-20 years old*

   ☐ *21-30 years old*

   ☐ *31-40 years old*

   ☐ *Above 40 years old*

3. Ethnic group:

   ☐ *Malay*

   ☐ *Chinese*

   ☐ *Indian*

   ☐ *Others (Please specify): _____*

4. Which type of higher education institution are you work it for?

   ☐ *College*

   ☐ *University*

   ☐ *Others (please specify)_____*

5. Current Position:

   ☐ *Tutor*

   ☐ *Lecturer*

   ☐ *Assistant Professor*

   ☐ *Associate Professor*

   ☐ *Others (please specify)_____*

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6. Year of working experience in educational industries

- ☐ *Less than 1 year*

- ☐ *1-5 years*

- ☐ *5-10 years*

- ☐ *More than 10 years*

7. What is your highest level of education?

- ☐ *Doctorate degree*

- ☐ *Master's degree*

- ☐ *Degree*

- ☐ *Diploma*

8. How much of your salary?

- ☐ *Below RM2,000*

- ☐ *RM2,000 – RM2,999*

- ☐ *RM3,000 – RM3,999*

- ☐ *RM4,000 – RM4,999*

- ☐ *RM5,000 and above*

Part B: Independent Variables

Instruction: Please use the rating scale below to describe how accurately each statement describes you. You may only circle **one** answer for each statement. There is no correct or wrong answer.

No	Statement	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
	Performance appraisal							
1	My leader takes my performance appraisal review discussion seriously.	1	2	3	4	5	6	7
2	Performance appraisal process was a satisfying experience.	1	2	3	4	5	6	7
3	I consider my performance better than the average employee in this firm.	1	2	3	4	5	6	7
4	I feel that my performance is reflective of my abilities.	1	2	3	4	5	6	7
5	I feel that my job conditions are not allowing me to perform at high level.	1	2	3	4	5	6	7
6	Performance appraisal review discussion is the only time I get feedback about my performance	1	2	3	4	5	6	7
	Work Life Balance							
7	My job adversely affects my non-work life.	1	2	3	4	5	6	7
8	The Work Life Balance practices in my organization have benefited to my non-work life.	1	2	3	4	5	6	7
9	I can balance up my work and non-work life in my organization	1	2	3	4	5	6	7
10	In my organization all staffs have equal access to flexible working arrangement.	1	2	3	4	5	6	7

No	Statement	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
11	In general, my organization supports the WLB practices.	1	2	3	4	5	6	7
12	If I work extra hours, I am able to take off time that I am owed.	1	2	3	4	5	6	7
13	Work Life Balance practices are became the norms in my organization.	1	2	3	4	5	6	7
14	I am satisfied with my organization's Work Life Balance practices.	1	2	3	4	5	6	7
15	My organization allows employees to take time off to take care for and support a sick household member.	1	2	3	4	5	6	7
16	My organization allows employee work from home or outside of the office during the working hours.	1	2	3	4	5	6	7
	Training and Development							
17	The trained skills can match my job requirements.	1	2	3	4	5	6	7
18	The training is about specific skills, work norms, process, goals, and duties that are needed in my job position.	1	2	3	4	5	6	7
19	I can use the trained skills in other companies.	1	2	3	4	5	6	7
20	The trained skills can enhance my employability.	1	2	3	4	5	6	7
21	The training help improve my performance.	1	2	3	4	5	6	7
22	The training has direct influence on my wage	1	2	3	4	5	6	7

No	Statement	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
	increase.							
23	The training has direct influence on my promotion.	1	2	3	4	5	6	7
Benefits								
24	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6	
25	There are benefits we do not have which we should have.	1	2	3	4	5	6	7
26	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6	7
27	The way I get recognition for the work I do.	1	2	3	4	5	6	7
28	The flexible benefits we have are equitable.	1	2	3	4	5	6	7
29	Employee recognition is strong part of our organizational culture.	1	2	3	4	5	6	7
30	Upper management does not support employee recognition in my organization.	1	2	3	4	5	6	7
31	My organization provides recognition tools for me to use.	1	2	3	4	5	6	7
32	Providing non-monetary recognition helps me to achieve my job goals.	1	2	3	4	5	6	7

Part C: Dependent Variable – Turnover Intention

Instruction: You may only circle **one** answer for each statement based on your experience. There is no correct or wrong answer.

No	Statement	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
1	I will probably look for a new job in a near future.	1	2	3	4	5	6	7
2	At the present time, I am actively searching for another job in a different organization.	1	2	3	4	5	6	7
3	I do not intend to quit my job.	1	2	3	4	5	6	7
4	It is unlikely that I will actively look for a different organization to work for in the next year.	1	2	3	4	5	6	7
5	I am not thinking about quitting my job at the present time.	1	2	3	4	5	6	7

APPENDIX C : NUMBER OF EMPLOYED PERSONS BY INDUSTRY, PULAU PINANG, 2010-2012

Jadual 12: Bilangan penduduk bekerja mengikut industri, Pulau Pinang , 2010-2012 (samb.)
Table 12: Number of employed persons by industry, Pulau Pinang, 2010-2012 (cont'd)

Industri [1] Industry	Bilangan/ Number ('000)		
	2010	2011	2012
Jumlah [2] Total	742.3	767.1	770.5
Pertanian, perhutanan dan perikanan Agriculture, forestry and fishing	14.0	15.8	22.8
Perlombongan dan pengkuarian Mining and quarrying	0.2	0.0	0.5
Pembuatan Manufacturing	248.4	259.7	240.4
Bekalan elektrik, gas, wap dan pendingin udara Electricity, gas, steam and air conditioning supply	1.7	2.3	1.4
Bekalan air; pembentungan, pengurusan sisa dan aktiviti pemulihan Water supply; sewerage, waste management and remediation activities	4.1	5.4	4.1
Pembinaan Construction	49.1	49.0	57.5
Perdagangan borong dan runcit, pembaikan kenderaan bermotor dan motosikal Wholesale and retail trade, repair of motor vehicles and motorcycles	122.2	118.9	123.2
Pengangkutan dan penyimpanan Transportation and storage	39.9	39.3	41.2
Penginapan dan aktiviti perkhidmatan makanan dan minuman Accommodation and food service activities	63.7	73.0	65.4
Maklumat dan komunikasi Information and communication	4.1	5.7	5.2
Aktiviti kewangan dan insurans/takaful Financial and insurance/takaful activities	21.1	16.6	17.4
Aktiviti hartanah Real estate activities	5.4	5.0	5.4
Aktiviti profesional, saintifik dan teknikal Professional, scientific and technical activities	14.3	18.9	16.4
Aktiviti pentadbiran dan khidmat sokongan Administrative and support service activities	27.4	23.8	33.3
Pentadbiran awam dan pertahanan; aktiviti keselamatan sosial wajib Public administration and defence; compulsory social security	26.6	32.6	28.3
Pendidikan Education	42.9	35.6	40.1
Aktiviti kesihatan kemanusiaan dan kerja sosial	22.7	33.0	35.4

APPENDIX D : NUMBER OF EMPLOYED PERSON BY INDUSTRY, PERAK, 2010-2012

Jadual 12: Bilangan penduduk bekerja mengikut industri, Perak, 2010-2012 (samb.)
Table 12: Number of employed persons by industry, Perak, 2010-2012 (cont'd)

Industri [1] / Industry	Bilangan/ Number ('000)		
	2010	2011	2012
Jumlah [2] / Total	878.7	918.3	924.3
Pertanian, perhutanan dan perikanan / Agriculture, forestry and fishing	128.8	118.1	140.6
Perlombongan dan pengkuarian / Mining and quarrying	2.7	5.0	3.7
Pembuatan / Manufacturing	164.1	175.5	160.1
Bekalan elektrik, gas, wap dan pendingin udara / Electricity, gas, steam and air conditioning supply	3.5	4.0	4.3
Bekalan air; pembentungan, pengurusan sisa dan aktiviti pemulihan / Water supply; sewerage, waste management and remediation activities	3.1	5.1	5.7
Pembinaan / Construction	77.2	73.9	68.9
Perdagangan borong dan runcit, pembaikan kenderaan bermotor dan motosikal / Wholesale and retail trade, repair of motor vehicles and motorcycles	141.5	148.2	164.0
Pengangkutan dan penyimpanan / Transportation and storage	29.5	33.4	31.4
Penginapan dan aktiviti perkhidmatan makanan dan minuman / Accommodation and food service activities	71.4	82.9	82.5
Maklumat dan komunikasi / Information and communication	5.3	6.4	5.7
Aktiviti kewangan dan insurans/takaful / Financial and insurance/takaful activities	14.2	14.8	11.2
Aktiviti hartanah / Real estate activities	1.9	1.8	1.1
Aktiviti profesional, saintifik dan teknikal / Professional, scientific and technical activities	12.0	16.6	14.1
Aktiviti pentadbiran dan khidmat sokongan / Administrative and support service activities	23.8	32.9	36.8
Pentadbiran awam dan pertahanan; aktiviti keselamatan sosial wajib / Public administration and defence; compulsory social security	73.1	63.6	62.2
Pendidikan / Education	67.1	69.5	63.5
Aktiviti kesihatan kemanusiaan dan kerja sosial / Human health and social work activities	25.7	36.1	38.4
Kesenian, hiburan dan rekreasi / Arts, entertainment and recreation	4.3	7.7	5.6

APPENDIX E : NUMBER OF EMPLOYED PERSONS BY INDUSTRY, SELANGOR, 2010-2012

Jadual 12: Bilangan penduduk bekerja mengikut industri, Selangor, 2010-2012 (samb.)

Table 12: Number of employed persons by industry, Selangor, 2010-2012 (cont'd)

Industri [1] Industry	Bilangan/ Number ('000)		
	2010	2011	2012
Jumlah [2] Total	2,551.1	2,638.5	2,762.4
Pertanian, perhutanan dan perikanan Agriculture, forestry and fishing	50.1	46.0	50.1
Perlombongan dan pengkuarian Mining and quarrying	16.7	25.2	26.6
Pembuatan Manufacturing	496.4	535.1	546.5
Bekalan elektrik, gas, wap dan pendingin udara Electricity, gas, steam and air conditioning supply	22.7	15.7	18.6
Bekalan air; pembentungan, pengurusan sisa dan aktiviti pemulihan Water supply; sewerage, waste management and remediation activities	12.3	15.9	17.5
Pembinaan Construction	246.8	263.1	274.4
Perdagangan borong dan runcit, pembaikan kenderaan bermotor dan motosikal Wholesale and retail trade, repair of motor vehicles and motorcycles	382.3	397.5	423.8
Pengangkutan dan penyimpanan Transportation and storage	162.1	188.0	208.5
Penginapan dan aktiviti perkhidmatan makanan dan minuman Accommodation and food service activities	163.8	173.3	166.2
Maklumat dan komunikasi Information and communication	94.2	111.7	121.0
Aktiviti kewangan dan insurans/takaful Financial and insurance/takaful activities	134.6	124.7	125.6
Aktiviti hartanah Real estate activities	21.4	25.1	32.3
Aktiviti profesional, saintifik dan teknikal Professional, scientific and technical activities	114.5	134.8	127.6
Aktiviti pentadbiran dan khidmat sokongan Administrative and support service activities	77.1	86.8	132.4
Pentadbiran awam dan pertahanan; aktiviti keselamatan sosial wajib Public administration and defence; compulsory social security	176.9	126.3	116.7
Pendidikan Education	168.1	153.5	165.7
Aktiviti kesihatan kemanusiaan dan kerja sosial	60.1	86.2	92.0

APPENDIX F : NUMBER OF EMPLOYED PERSONS BY INDUSTRY, KUALA LUMPUR, 2010-2012

Jadual 12: Bilangan penduduk bekerja mengikut industri, W.P. Kuala Lumpur, 2010-2012 (samb.)

Table12: Number of employed persons by industry, W.P. Kuala Lumpur, 2010-2012 (cont'd)

Industri [1] Industry	Bilangan/ Number ('000)		
	2010	2011	2012
Jumlah Total	788.0	811.8	823.9
Pertanian, perhutanan dan perikanan Agriculture, forestry and fishing	1.2	0.2	1.3
Perlombongan dan pengkuarian Mining and quarrying	0.8	1.3	1.5
Pembuatan Manufacturing	59.1	67.6	73.1
Bekalan elektrik, gas, wap dan pendingin udara Electricity, gas, steam and air conditioning supply	4.0	2.9	3.8
Bekalan air; pembentungan, pengurusan sisa dan aktiviti pemulihan Water supply; sewerage, waste management and remediation activities	1.4	4.6	3.4
Pembinaan Construction	78.9	82.0	76.8
Perdagangan borong dan runcit, pembaikan kenderaan bermotor dan motosikal Wholesale and retail trade, repair of motor vehicles and motorcycles	185.9	186.4	202.7
Pengangkutan dan penyimpanan Transportation and storage	31.3	39.9	35.7
Penginapan dan aktiviti perkhidmatan makanan dan minuman Accommodation and food service activities	62.6	66.8	63.7
Maklumat dan komunikasi Information and communication	41.5	39.5	36.9
Aktiviti kewangan dan insurans/takaful Financial and insurance/takaful activities	52.5	61.5	68.2
Aktiviti hartanah Real estate activities	14.3	9.0	10.7
Aktiviti profesional, saintifik dan teknikal Professional, scientific and technical activities	52.7	52.5	49.4
Aktiviti pentadbiran dan khidmat sokongan Administrative and support service activities	38.8	36.8	40.0
Pentadbiran awam dan pertahanan; aktiviti keselamatan sosial wajib Public administration and defence; compulsory social security	55.5	51.0	45.2
Pendidikan Education	30.4	33.9	34.6

APPENDIX G : NUMBER OF EMPLOYED PERSONS BY INDUSTRY, MALAYSIA, 2010-2012

Jadual 12: Bilangan penduduk bekerja mengikut industri, Malaysia, 2010 -2012 (samb.)
Jadual 12: Number of employed persons by industry, Malaysia, 2010-2012 (cont'd)

| Industri [1] | Bilangan/ Number ('000) | | |
Industry	2010	2011	2012
Jumlah	11,899.5	12,284.4	12,723.2
Total			
Pertanian, perhutanan dan perikanan	1,614.9	1,410.0	1,601.7
Agriculture, forestry and fishing			
Perlombongan dan pengkuarian	57.2	76.0	80.6
Mining and quarrying			
Pembuatan	2,108.5	2,222.5	2,227.9
Manufacturing			
Bekalan elektrik, gas, wap dan pendingin udara	55.5	51.6	62.1
Electricity, gas, steam and air conditioning supply			
Bekalan air; pembentungan, pengurusan sisa dan aktiviti pemulihan	66.7	70.8	80.4
Water supply; sewerage, waste management and remediation activities			
Pembinaan	1,082.7	1,133.6	1,163.7
Construction			
Perdagangan borong dan runcit, pembaikan kenderaan bermotor dan motosikal	1,887.8	1,999.5	2,116.0
Wholesale and retail trade, repair of motor vehicles and motorcycles			
Pengangkutan dan penyimpanan	554.7	605.2	624.0
Transportation and storage			
Penginapan dan aktiviti perkhidmatan makanan dan minuman	856.7	942.2	957.0
Accommodation and food service activities			
Maklumat dan komunikasi	178.9	207.6	209.2
Information and communication			
Aktiviti kewangan dan insurans/takaful	323.4	317.6	322.9
Financial and insurance/takaful activities			
Aktiviti hartanah	58.5	61.2	69.0
Real estate activities			
Aktiviti profesional, saintifik dan teknikal	283.6	329.0	307.8
Professional, scientific and technical activities			
Aktiviti pentadbiran dan khidmat sokongan	359.2	448.9	530.9
Administrative and support service activities			
Pentadbiran awam dan pertahanan; aktiviti keselamatan sosial wajib	787.7	749.0	697.6
Public administration and defence; compulsory social security			
Pendidikan	779.3	785.0	786.2
Education			
Aktiviti kesihatan kemanusiaan dan kerja sosial	280.0	382.5	414.8
Human health and social work activities			
Kesenian, hiburan dan rekreasi	91.6	86.4	84.4
Arts, entertainment and recreation			
Aktiviti perkhidmatan lain	182.9	181.5	190.2
Others service activities			
Aktiviti isi rumah sebagai majikan	285.4	222.5	194.6
Activities of households as employers			
Aktiviti badan dan pertubuhan luar wilayah	2.5	2.1	2.1
Activities of extroterritorial organizations and bodies			

Nota/Note :
[1] Industri diklasikan mengikut "Piawaian Klasifikasi Industri Malaysia (MSIC) 2008"
Industry is classified according to the "Malaysia Standard Industrial Classification (MSIC) 2008"

APPENDIX H : SOURCE MODEL OF CONSTRUCT MEASUREMENT

Dimensions	Operational definition	Items
Turnover intention	Employees who are preparing to leave the organization or workplace and stand in final stage of decision making.	• I will probably look for a new job in a near future. • At the present time, I am actively searching for another job in a different organization. • I do not intend to quit my job. • It is unlikely that I will actively look for a different organization to work for in the next year. • I am not thinking about quitting my job at the present time.
Performance appraisal	Instrument to evaluate employee job expectations, employee actual job performance, and their performance is assessed and feedback is given to the employees based on the performance evaluation.	• My leader takes my performance appraisal review discussion seriously. • Performance appraisal process was a satisfying experience. • I consider my performance better than the average employee in this firm. • I feel that my performance is reflective of my abilities. • I feel that my job conditions are not allowing me to perform at high level. • PA review discussion is the only time I get feedback about my performance.
Work life balance	Is a state where employees satisfied their well-being	• My job adversely affects my non-work life.

	and self-fulfilment by dealing with different kind of conflicts.	• The WLB practices in my organization have benefited to my non-work life. • I can balance up my work and non-work life in my organization. • In my organization all staffs have equal access to flexible working arrangement. • In general, my organization supports the WLB practices. • If I work extra hours, I am able to take off time that I am owed. • WLB practices are become the norms in my organization. • I am satisfied with my organization's WLB practices. • My organization allows employees to take time off to take care for and support a sick household member. • My organization allows employees work from or outside of the office during the working hours.
Training and development	Is a practice of human resource management which can enhance or provide competitive advantage to an organization if being well planned before carried out the training and development.	• The trained skills can match my job requirements. • The training is about specific skills, work norms, process, goals, and duties that are needed in my job position. • I can use the trained skills in other companies.

		• The trained skills can enhance my employability.
		• The training help improve my performance.
		• The training has direct influence on my wage increase.
		• The training has direct influence on my promotion.
Benefits	Benefit is a reward or encouragement which is given to the employees who are performing well and excellent in organizations with non-cash rewards provided. It differentiates into two types of non-monetary benefits which are rewards and recognition.	• The benefits we receive are as good as most other organizations offer.
		• There are benefits we do not have which we should have.
		• When I do a good job, I receive the recognition for it that I should receive.
		• The way I get recognition for the work I do.
		• The flexible benefits we have are equitable.
		• Employee recognition is strong part of our organizational culture.
		• Upper management does not support employee recognition in my organization.
		• My organization provides recognition tools for me to use.
		• Providing non-monetary recognition helps me to achieve my job goals.

APPENDIX I : PILOT TEST

Performance appraisal

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.734538
Standardized	0.745166

	Cronbach Coefficient Alpha with Deleted Variable				
	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
Performance Appraisal 1	0.881553	0.573394	0.890062	0.583579	Leader takes performance appraisal review, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Performance Appraisal 2	0.863367	0.563544	0.877838	0.587690	Satisfying experience, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Performance Appraisal 3	0.881553	0.573394	0.890062	0.583579	Performance better than average employee, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Performance Appraisal 4	-.227427	0.859788	-.227050	0.875408	Abilities, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
PA 5	-.029177	0.838536	-.030020	0.835075	Job condition, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Performance Appraisal 6	0.881553	0.573394	0.890062	0.583579	Feedback, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data

Work Life Balance

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.781948
Standardized	0.769231

	Cronbach Coefficient Alpha with Deleted Variable				
	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
Turnover Intention 1	0.275062	0.821636	0.316228	0.800000	Look for new job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Turnover Intention 2	0.275062	0.821636	0.316228	0.800000	Searching for another job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
TI 3	0.758825	0.666667	0.707107	0.666667	Do not intend quit my job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
TI 4	0.758825	0.666667	0.707107	0.666667	Actively look for different organization, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
TI 5	0.758825	0.666667	0.707107	0.666667	Quitting my job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data

Training and Development

Cronbach Coefficient Alpha	
Variables	**Alpha**
Raw	0.615431
Standardized	0.612008

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
Training and Development 1	0.518398	0.513423	0.503080	0.512213	Match job requirements, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Training and Development 2	0.087474	0.652935	0.094545	0.647892	Specific skills, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Training and Development 3	0.518398	0.513423	0.503080	0.512213	Trained Skill, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Training and Development 4	0.087474	0.652935	0.094545	0.647892	Enhance employability, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Training and Development 5	0.518398	0.513423	0.503080	0.512213	Improve my performance, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Training and Development 6	0.087474	0.652935	0.094545	0.647892	Influence my wage increase, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Training and Development 7	0.564818	0.486531	0.571792	0.486494	Influence on my promotion, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data

Benefits

Cronbach Coefficient Alpha	
Variables	**Alpha**
Raw	0.660044
Standardized	0.573001

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
Benefits 1	0.798458	0.520158	0.808333	0.367453	Benefits we receive, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Benefits 2	0.809998	0.502165	0.756807	0.386083	Benefits we do not have, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Benefits 3	-.408435	0.775480	-.445123	0.716957	Recognition, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Benefits 4	0.784268	0.522510	0.803572	0.369191	The way I get recognition, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Benefits 5	-.387275	0.702145	-.383900	0.704312	Flexible benefits, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Benefits 6	0.784268	0.522510	0.803572	0.369191	Employee recognition, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
B7	-.051137	0.726707	-.051157	0.628455	Upper management does not support employee recognition, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Benefits 8	0.809998	0.502165	0.756807	0.386083	Recognition tools, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Benefits 9	-.000000	0.703722	-.044713	0.626861	Non-monetary recognition, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data

Turnover Intention

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.781948
Standardized	0.769231

	Cronbach Coefficient Alpha with Deleted Variable				
	Raw Variables		Standardized Variables		
Deleted Variable	Correlation with Total	Alpha	Correlation with Total	Alpha	Label
Turnover Intention 1	0.275062	0.821636	0.316228	0.800000	Look for new job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
Turnover Intention 2	0.275062	0.821636	0.316228	0.800000	Searching for another job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
TI 3	0.758825	0.666667	0.707107	0.666667	Do not intend quit my job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
TI 4	0.758825	0.666667	0.707107	0.666667	Actively look for different organization, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data
TI 5	0.758825	0.666667	0.707107	0.666667	Quitting my job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing data

APPENDIX J: FULL STUDY TEST

Performance Appraisal

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.738412
Standardized	0.727767

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
Performance Appraisal 1	0.692040	0.634227	0.674219	0.624101	Leader takes my performance appraisal review, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Performance Appraisal 2	0.692040	0.634227	0.674219	0.624101	Satisfying experience, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Performance Appraisal 3	0.422702	0.716143	0.431263	0.698947	Performance better than average employee, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Performance Appraisal 4	0.692040	0.634227	0.674219	0.624101	Abilities, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
PA 5	0.003847	0.811913	0.005592	0.810000	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Performance Appraisal 6	0.401515	0.721801	0.407713	0.705739	Feedback, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data

Work Life Balance

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.732298
Standardized	0.733973

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
Work Life Balance 1	0.717937	0.657183	0.717440	0.659849	Non-work life, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Work Life Balance 2	0.717937	0.657183	0.717440	0.659849	WLB practices, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Work Life Balance 3	0.440988	0.703395	0.446538	0.704513	Balance up my work and non-work life, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Work Life Balance 4	-.108120	0.781039	-.102587	0.782679	Flexible working arrangement, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Work Life Balance 5	0.440988	0.703395	0.446538	0.704513	Supports WLB practices, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Work Life Balance 6	0.717937	0.657183	0.717440	0.659849	Work extra hours, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Work Life Balance 7	0.699437	0.661011	0.697934	0.663209	Norms, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Work Life Balance 8	0.440988	0.703395	0.446538	0.704513	Satisfied WLB practices, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data

					Label
Work Life Balance 9	0.019214	0.766254	0.012796	0.767547	Allows employee to take time off, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Work Life Balance 10	0.019214	0.766254	0.012796	0.767547	Allows employee work from home, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data

Training and Development

Cronbach Coefficient Alpha	
Variables	**Alpha**
Raw	0.662619
Standardized	0.703411

Cronbach Coefficient Alpha with Deleted Variable					
	Raw Variables		**Standardized Variables**		
Deleted Variable	**Correlation with Total**	**Alpha**	**Correlation with Total**	**Alpha**	**Label**
Training and Development 1	0.470627	0.599083	0.497317	0.647746	Trained skills, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Training and Development 2	0.577985	0.567006	0.584296	0.623892	Job position, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Training and Development 3	0.471671	0.598752	0.498451	0.647442	Trained skills in other companies, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Training and Development 4	0.577985	0.567006	0.584296	0.623892	Enhance my employability, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Training and Development 5	0.459053	0.602135	0.487411	0.650404	Improve my performance, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Training and Development 6	0.577985	0.567006	0.584296	0.623892	Influence on my wage increase, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Training and Development 7	-.215883	0.810438	-.215642	0.810454	Influence on my promotion, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data

Benefits

Cronbach Coefficient Alpha	
Variables	**Alpha**
Raw	0.608506
Standardized	0.620688

	Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
Benefits 1	0.586073	0.498777	0.598772	0.512943	Benefits we receive, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Benefits 2	0.538942	0.495326	0.548312	0.527210	Benefits we do not have, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Benefits 3	0.389080	0.558086	0.405742	0.565894	Recognition, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Benefits 4	0.523956	0.522684	0.495042	0.541942	Recognition for the work I do, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Benefits 5	-.449747	0.759416	-.426490	0.748495	Flexible benefits, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Benefits 6	0.523956	0.522684	0.495042	0.541942	Employee recognition, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
B7	0.076087	0.625335	0.075900	0.646644	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Benefits 8	0.568583	0.503916	0.580773	0.518067	Recognition tools, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Benefits 9	0.190869	0.606169	0.169358	0.624956	Non-monetary recognition, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data

Turnover Intention

Cronbach Coefficient Alpha	
Variables	Alpha
Raw	0.697103
Standardized	0.710411

	Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
Turnover Intention 1	0.246112	0.735778	0.211838	0.759329	Look for a new job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
Turnover Intention 2	0.246112	0.735778	0.211838	0.759329	Actively searching for another job, 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
TI 3	0.618806	0.577951	0.664043	0.577396	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
TI 4	0.618806	0.577951	0.664043	0.577396	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data
TI 5	0.618806	0.577951	0.664043	0.577396	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data

APPENDIX K : PEARSON CORRELATIONS ANALYSIS

Correlation

Overall Result of Independent Variable and Dependent Variable

Pearson Correlation Coefficients, N = 402 Prob > |r| under H0: Rho=0					
	Performance Appraisal	Work Life Balance	Training and Development	Benefits	Turnover Intention
Performance Appraisal 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	1.00000	0.87310 <.0001	0.51894 <.0001	0.88534 <.0001	-0.14668 0.0032
Work Life Balance 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	0.87310 <.0001	1.00000	0.49754 <.0001	0.81072 <.0001	-0.34233 <.0001
Training and Development 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	0.51894 <.0001	0.49754 <.0001	1.00000	0.51988 <.0001	-0.38239 <.0001
Benefits 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	0.88534 <.0001	0.81072 <.0001	0.51988 <.0001	1.00000	-0.10562 0.0343
Turnover Intention 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	-0.14668 0.0032	-0.34233 <.0001	-0.38239 <.0001	-0.10562 0.0343	1.00000

Performance Appraisal

Pearson Correlation Coefficients, N = 402 Prob > |r| under H0: Rho=0		
	Performance Appraisal	Turnover Intention
Performance Appraisal 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	1.00000	-0.14668 0.0032
Turnover Intention 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	-0.14668 0.0032	1.00000

Work Life Balance

Pearson Correlation Coefficients, N = 402 Prob > |r| under H0: Rho=0		
	Work Life Balance	Turnover Intention
Work Life Balance 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	1.00000	-0.34233 <.0001
Turnover Intention 1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	-0.34233 <.0001	1.00000

Training and Development

Pearson Correlation Coefficients, N = 402 Prob > |r| under H0: Rho=0		
	Training and Development	Turnover Intention
Training and Development	1.00000	-0.38239
1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data		<.0001
Turnover Intention	-0.38239	1.00000
1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	<.0001	

Benefits

Pearson Correlation Coefficients, N = 402 Prob > |r| under H0: Rho=0		
	Benefits	Turnover Intention
Benefits	1.00000	-0.10562
1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data		0.0343
Turnover Intention	-0.10562	1.00000
1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	0.0343	

Turnover Intention

Pearson Correlation Coefficients, N = 402 Prob > |r| under H0: Rho=0		
	Training and Development	Turnover Intention
Training and Development	1.00000	-0.38239
1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data		<.0001
Turnover Intention	-0.38239	1.00000
1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	<.0001	

APPENDIX L : MULTILPLE REGRESSION ANALYSIS

Analysis Of Variance

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	14.11829	3.52957	51.63	<.0001
Error	397	27.13952	0.06836		
Corrected Total	401	41.25781			

Root MSE	0.26146	R-Square	0.3422
Dependent Mean	3.78756	Adj R-Sq	0.3356
Coeff Var	6.90313		

Parameter Estimate

Parameter Estimates

Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	Intercept	1	7.47737	0.33216	22.51	<.0001
Performance Appraisal	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	1	0.48918	0.10477	4.67	<.0001
Work Life Balance	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	1	-1.04780	0.10034	-10.44	<.0001
Training and Development	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	1	-0.42554	0.05190	-8.20	<.0001
Benefits	1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree, 4=Neutral, 5=Slightly Agree, 6=Agree, 7=Strongly Agree, 99=Missing Data	1	0.44054	0.10452	4.22	<.0001