

FACTORS OF JOB TURNOVER INTENTION AMONG
EMPLOYEES OF PRIVATE UNIVERSITIES

FACTORS OF JOB TURNOVER INTENTION AMONG
EMPLOYEES OF PRIVATE UNIVERSITIES IN
SELANGOR

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DECLARATION

We hereby declare that:

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 it printed, electronic, or personal.

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.

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

The word count of this research report is 14,782 words.

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PREFACE

As the world keeps on changing and improving day by day, people tend to have more choices in the everyday life. Choices range from choosing what car, what house, what kind of spouse, and of course what kind of job and career.

In this research, our team takes a deep insight into the job turnover intention among lecturers in tertiary education. We identified factors such as organizational commitments, organizational justice, job satisfaction, perceived alternative employment opportunities and last but not least person to organization fit. As we accumulate more research from various sources, it proves that each and every factor is important in influencing the job turnover intention.

Surveys have been done to various respondents and results are processed and carefully presented in our research project. These will describe the real life scenario of what the academic staff are thinking and feeling.

Last but not least, managerial implication of the research project is also described in the last part of the report following with the conclusion. Organizations in the tertiary education could use this research to better understand their employees and retain them in the organization.

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ABSTRACT

The objective of this research is to investigate the job turnover intention among tertiary education employees. This is crucial for organizations in this industry to better know the reasons that affect the job turnover intention among employees and ways to retain employees. The reason that we choose this topic is because this research has not been done widely in Malaysia and education in this modern era plays an important position in the countries future development. Tertiary education is becoming more important as days pass as the population grew a lot more advanced and developing the future generations to boost the economy and push our country to an advanced company in the meantime.

Journals, studies, surveys are used in our research and is done through questionnaires. We used Software Package for Social Sciences (SPSS) to analyze the questionnaire's data and illustrated it in bar charts, summaries, and central measures of tendencies. Recommendations for managerial implications are also pointed out in our research following the summary and conclusion of our research project.

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CHAPTER ONE: INTRODUCTION

1.0 Introduction

This research is conducted for investigation of the factors of job turnover intention in service industry, in which the education sector has chosen as for specific studies. This research will emphasize on the interrelated association between the factors and the intention to leave the current job.

Foremost, this chapter made up the foundation of entire research's organization and it will be provided an overview of research background, problem statement, research objectives, research questions, research hypothesis, significance of study, research layout, as well as a brief summarization for this chapter.

The research background exhibited the broad and narrow scope of the research that serve as a direction of conducting the studies. Problem statement describes the main idea that stimulates the research to be carried on. Research objectives describe the purposes of the investigation in which general and specific objectives will be covered at the same time. While research questions formed as the arguments that come to the interest of reviewer. Moving on, hypotheses of the study will be formed based on several literature reviews and the significance of study highlighted the meaningfulness of conducting current research. Nevertheless, research layout will serve as brief sketch for each chapter in this report.

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1.1 Research Background

Generally, the service industry is an industry that made up of firms that primarily earn profit through offering intangible goods and services to businesses or final consumers. There are no tangible goods provided in service industry. Some of the examples of businesses under service industry are hotel, education, membership organization and automotive services.

In this study, the researchers decide to narrow down the scope to education sector in the service industry instead of the overall service industry. The researchers will be investigating the factors of job turnover intention in the education sector. There are 6 types of educational institutions at pre-tertiary level which are government and private sector kindergarten, government schools, government-aided schools, foreign system schools and national-type schools whereas there are 2 types of educational institutional at tertiary level which are government-funded public universities, polytechnics, colleges and private higher educational institutions. (Education system in Malaysia, 2009)

Researchers have chosen tertiary level education in this study is because there is a significant expansion of higher education and increase of students. In 1990 there is 230,000 students enrolled in tertiary level of education whereas there is 385,000 students enrolled in tertiary level of education, which meant that the number of tertiary students have been doubled up (Lee). It is due to different educational institutions and programs. Among all the states in Malaysia, Selangor is having the higher number of service organizational units. According to the statistic provided by the government, Selangor is having 57,089 service organizations units. (Hasan, 2011) Out of 57,089, there are 1837 units of education institutions in Selangor.

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1.2 Problem Statement

The objective of this research is to find out the significant factors that contributed to job turnover intention. Organizational commitment, organizational justice, job satisfaction, perceived job alternative opportunities and person-organization fit have been chosen as the independent variables whereas job turnover intention as the dependent variable.

The studies of organizational commitment and job turnover intention have used specific career which are hospital and military personnel as subjects (e.g., Blegin et al. 1988; Hom and Griffeth 1991; Homet al. 1984). Though these studies have made important contributions, the result are sample specific (Cohen, 1992 and Cotton and Tuttle 1986). In other words, the result from these researches may not applicable to other industries.

Organizational justice has been shown to be related to employee outcomes such as turnover intentions (Nadiri & Tanova, 2010). Employees perceive justice as a very important factor about the organization which would affect whether to stay or leave for other organizations. This aspect is however been highly ignored by many research.

The one of the factors that has been thoroughly investigating in the turnover literature is job satisfaction. Cotton & Tuttle (1986), Arnold & Feldman (1982), Bluedorn (1982) and Price (1977) reported that employees who are not satisfied have a higher chance to leave. However, according to Khari et al (2001), job satisfaction is linked to higher relationship with job performance.

Many researchers have been focus on internal factor or controllable factors and little emphasis is placed on the influence of external factor: perceived alternative employment opportunity on job turnover intention. The relationship between alternative employment and turnover intention has not been resolved (Griffeth & Hom, 1988; Steel & Griffeth, In Press). Perceived alternative employment opportunity can influence employee's job turnover intention.

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1.3 Research Objectives

1.3.1 General Objectives

- To identify the factors that lead to job turnover intention in education sector.

1.3.2 Specific Objectives

- To determine the interrelated association between organizational commitments and job turnover intention.
- To determine the interrelated association between organizational justice and job turnover intention.
- To determine the interrelated association between job satisfaction and job turnover intention.
- To determine the interrelated association between perceived alternative employment opportunities and job turnover intention.
- To determine the interrelated association between person-organization fit and job turnover intention.

1.4 Research Questions

The research questions that aroused from current research topic were:

1. What are the critical factors that lead to the job turnover intention in education sector?
2. What is the relationship between organizational commitments and job turnover intention?
3. What is the relationship between organizational justice and job turnover intention?
4. What is the relationship between job satisfaction and job turnover intention?
5. What is the relationship between perceived alternative employment and job turnover intention?
6. What is the relationship between person-organization fit and job turnover intention?

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1.5 Hypothesis of the Study

There are five hypotheses to be proven in this research:

H1: There is a significant negative relationship between organizational commitments with job turnover intention.

H2: There is a significant negative relationship between organizational justices with job turnover intention.

H3: There is a significant negative relationship between job satisfactions with job turnover intention.

H4: There is a significant positive relationship between perceived alternative employment opportunities with job turnover intention.

H5: There is a significant negative relationship between person-organization fit with job turnover intention.

1.6 Significance of the Study

This study indicates the job turnover intention rate in Malaysia. As people started working, there will be satisfaction and of course dissatisfaction. And this is why there are job turnover that occurs everywhere in the world. However, this research is only discussing about job turnover intention rate in Malaysia, which will lead to job turnover if the intention is turned into action. Thus, this research might give a better insight for employers or even employees of why there are such intentions that are occurring in the minds.

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With this study, employers can investigate the factors that employees intended to leave organization based on various factors on the research we had done. This can control the job turnover rate which help to save time and cost for an employer to develop a new employee, which indirectly affects our company economy and development because when the job turnover rates are high, there will be less employee that can be focusing on one career and make it their profession.

Besides that, with this study, employees can identify the most common job turnover intention factors, and thoroughly analyze the solidity of the factors, or that employees could have sort it out their own or with their employer.

Lastly, more elaboration on the future chapters will help our audience to see the clearer picture of what our factors are and have a good analysis of job turnover intention in Malaysia.

1.7 Chapter Layout

This research has five chapters. The chapters are in a flow so that audience can better understand the report.

Chapter one discuss about the research background, problem statement, research objectives, research questions, hypotheses of the study, and the signification of the study.

Next, chapter two discussed about the literature review based on past research's variable and framework. Relevant theoretical framework is also described in supporting it. Information from online database and published journals are used and evaluated to support the variables. Moreover, the research framework is qualifying the relationship between the independent variables and dependent variable.

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Chapter three encompasses the research design, data collection, sampling design, research instrument, constructs measurement, data processing, and the method of data analysis. It shows the ways how the research is conducted and how the data is collected from respondent.

Chapter four consists of the questionnaire which will be distributed to the respondents.

Finally, chapter five is the discussion and conclusion which put up as the summary of research. In this chapter also, implications of job turnover intention due to the investigated factors will be further discuss and limitation of the study, as well as the recommendations for future research and overall conclusion.

1.8 Conclusion

Chapter one outlined the basic foundation for the research project. This chapter also represents as an introductory chapter that describes the research background, present the problem statement that will be solved in the research project, addresses the research project's objectives as well as the research questions, and the hypotheses of the study.

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CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter consists of literature review. Secondary data have been studied and evaluated to support the research conducted. For examples, published and unpublished journals and articles. Based on the past studies, this chapter will discuss about the interrelated relationship between independent variables and dependent variable. A conceptual framework is suggested and will be presented as well as hypotheses will be examined for the association between the independent variables and dependent variable.

2.1 Review of Literature

This topic evaluates the relationship of various factors (organizational commitment, organizational justice, job satisfaction, perceived alternative employment opportunities, organizational compensation and person-organization fit) and the job turnover intention in workplace. Literatures are studied and analyzed thoroughly to explain how these factors influence the job turnover intention of employees.

2.1.1 Dependent Variable: Job Turnover Intention

According to Mobley (1979), it is said that job turnover is the termination of a tenancy of an employee in an organization. The research of Jaros (1997) mentioned that there are three signs that make known an employee's intention to leave the job. The signs included whether or not the employees consider quitting, to search for alternative employment opportunities, and to make decisions upon the intention to quit. However, there is also another study claimed that job

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turnover intention is merely the plan to quit that have in employee's mind and employee would rather remain the membership in current employer organization (Bigliardi, Petroni, and Ivo Dormino (2005).

It is believed that job turnover and job turnover intention are dissimilar. Price (2001) said that turnover is the physical action that has taken by employees to leave an organization and establish a new tenancy in alternative organization. In contrast, Price also differentiate job turnover intention by saying it is the behavior of employees' thinking to withdraw from the current occupation, which is yet to leave and still staying the the organization.

These days, job turnover is a relentless obstacle found in most organizations and it is prevalent in every type of organization at every organizational level. Job turnover has seems as an issue that has to treat with earnest manner due to its significant impact towards an organization, particularly in human resource management (Peterson, 2004). Organization has to be alert on the intention of job turnover in employees and look for the most appropriate and effective solution to overcome this trend so that the critical impacts on organization can be avoided or reduced.

Job turnover intention may raises up due to several factors which has been discussed more detail in earlier research by a few researchers. The major factors are organizational commitments, organizational justice, organizational satisfaction, perceived alternative employment and organizational compensation, which will be further elaborate as below based on reviews on several literatures.

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2.1.2 Independent Variable: Organizational Commitments

The definition of organizational commitment refers to “emotional attachment to an organization; a goals and values which results in willingness to exert optimal effort to achieve the organization goals” (Meyer and Allen, 1997).

There are a few studies showed that organizational commitment does lead to turnover intention (Carayon, Schoepke, Hoonakker, Haims, & Brunette, 2006). In fact, researchers such as Chen, Hui, & Sego, 1998; Jaros, Meyer et al., 2002, had investigated that there is negative relationship between continuance commitment and turnover intention. The consistent relationships between organizational commitment and job turnover intention strongly support “the inclusion of organizational commitment in the causal process leading to turnover intention” (Bluedorn, 1982).

According to Thatcher & Stepina (2003), organizational commitment is related to the turnover intention of employees. In fact, organizational commitment is a key reason that leads to turnover intention. Lack of organizational commitment will simultaneously affect the working attitude and behavior towards the organization (Boal & Blau, 1987). Employees will dissatisfy when failed to show up commitment to the senior management. Concurrently, it will lead to lack of motivation in employees and caused unsatisfactory performance (Martin & Shore, 1989). Meanwhile, if employees are truly committed to the organization, turnover and absenteeism rates can be reduce, while job and extra-role performance increase (Idowu, 2005).

In conclusion, reduction in organizational commitment will increase the turnover intention in the organization (Foon, Leong & Osman, 2010).

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2.1.3 Independent Variable: Organizational Justices

Organizational justice describes as “the individuals’ or groups’ perception of the fairness of treatment received from an organization and behavioral reaction to such perceptions” (James, 1993) whereas it is the description of fairness in the workplace based on Rastgar et al (2012). According to G.C.W.Gim and N.Mat Desa (2014), the attitude and behavior of employees will be distorted or disrupted by the perception of injustice. It is also mentioned that such perception could cause the counterproductive behavior and withdrawal behavior. Besides, past studies and researches have also proved and revealed that organizational justice has negative impact on turnover intention (Kim and Leung, 2007 ; Haar et al, 2009).

Organizational justice is being studied and showed that it has an influence towards turnover intention in employees (Nadiri & Tanova, 2010). As for employees’ perspective, perception of justice is a significant factor that affects employees’ judgments towards the organizations and will sprout the intention to leave organization. Besides, other researchers have shown that organizational justice has a significant negative influence on turnover intentions (Dailey & Kirk, 1992; Lee, 2000; Khatri et al, 2001; Aryee & Chay, 2001; Hubbell & Chory-Assad, 2005; Loi et al, 2006).

Summarizing the above literatures, it seems that employees’ perceptions about workplace will be influenced by the level of organizational justice. When employees work in an organization that receive a fair and equal outcomes distribution, where the outcomes are determined by fair procedures and policies, as well as the existence of fair relationships between individuals in organization is recognized, it will not lead to turnover intention in employees (Abbas Ali Rastgar, 2013).

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Therefore, there is significant relationship between organizational justice and the turnover intention.

2.1.4 Independent Variable: Job Satisfaction

Job satisfaction of employees is a very critical factor for a company to be successful company. When an employee is happy with his/her job, the employee will be a productive employee. Job satisfaction is defined as a general expression of workers' positive attitudes built up towards the jobs (Man M., 2011). Job satisfaction comes out when the climate, culture, and identification of managements are in fair manner. When employees are fairly treated by the management simultaneously job satisfaction toward their job will increase directly.

Job satisfaction is also explained as a pleasing or favorable emotional state which resulted from the evaluation of employees' performance or job experience (Locke & Latham, 1976). There are three dimensions of job satisfaction which are resulted from positive job situation, excellent outcome and positive work opportunity and attitudes.

According to Dr Jeremy Dean, there are 10 factors that lead to a job satisfaction (Dean, 2011). These are:

- (1) Little hassles – Employees will feel motivated when there are some daily hassles for them and it is beyond their control. Thus, the job satisfaction will increase.
- (2) Perception of fair pay – When there is a big difference between the actual and expected pay, the job satisfaction of an employee tend to decrease.

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- (3) Achievement – Job satisfaction will increase directly when employees succeed to achieve something.
- (4) Feedback – No matter it is a negative or positive feedback, it will definitely boost an employee's motivation to improve or to maintain the same level of performance. So, the job satisfaction will increase too.
- (5) Complexity and variety – This factor is same with the previous factor which is little hassles. When the job tends to be a bit complex and not under control, the motivation and job satisfaction will be increased too.
- (6) Control – Employees will feel more satisfy with their job when the job is under their planning and control.
- (7) Organizational support – When the management level is showing more concerns toward employees or showing a higher level of support to the employees, the job satisfaction of employees will increase.
- (8) Work-home overflow – A balance of work-life balance will increase an employee's job satisfaction.
- (9) Honeymoons and hangovers – Employees often tend to satisfy with the job during the honeymoons period which is just a start for the job whereas employee will feel more dissatisfied with the job during the hangovers period.
- (10) Easily pleased – When employees are easily pleased, job satisfaction tend to be higher than employees that are hardly pleased.

Solomon Oyetola Olusegun (2013) stated that job satisfaction is an attitude that resulted from a balance of many specific likes and dislikes experienced in the job. When the job satisfaction of employees is higher, it meant that the employees are working in a pleasurable environment and it will leads to a lower rate of absenteeism and turnover (Olusegun, 2013).

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Since the job satisfaction is resulting from a positive attitude and emotional of employees, hence it will to lead employee to perceive that leaving the organization will be a better choice. Thus, the higher the job satisfaction is, the lower the job turnover intention of employees.

Thus, there is relatively negative relationship between job satisfaction and the turnover intention.

2.1.5 Perceived Alternative Employment Opportunities with Job Turnover Intention

The concept 'Perceived alternative employment opportunities' refers to an employee's recognition of the substitutable jobs in the workplace (Price and Mueller, 1986); it is a function of labor market condition. Employees recognize that there are more substitutable opportunities when the market is buoyant and perceive that less job opportunities when unemployment rate is high. Perceived alternative employment opportunities are not the same thing as market opportunities. However, the way employees perceived the situation will undeniably affect the intention to switch jobs. Shikiar and Freudenberg (1982) meta-analysis showed positive correlation between unemployment rates and satisfaction-turnover relationship magnitudes. Trevor (2001) indicated that this difference probably caused by the use of a single type of unemployment rate across different careers within samples may not be sufficient to capture the relevant job market.

Measures of perceived alternative employment opportunities with job turnover intention are basically depend on established literature (Mowday et al., 1984; Billings and Wemmerus, 1983; Arnold and Feldman, 1982). Example of items are:

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‘If I quit my current job, the chances that I would be able to find another job which is as good as, or better than my present one is high’; and ‘If I leave this job, I would have another job as good as this one within a month’. Participants would use a 1-5 rating scale numbered from 1(Strongly disagree), through 3 (Neither agree nor disagree), to 5 (Strongly agree). Total scores could range from 5 to 25 with higher scores indicating higher intention to change jobs.

In short, perceived alternative employment opportunities are proven that it has a relative impact on turnover intention, meaning that when employees perceive that the opportunity as high, the turnover intention is high as well. When employees perceive no alternative employment opportunities, employees will be more likely to remain current job and organization because employees may still need the job for living. On the other hand, if employee perceive a great job opportunity, it is likely to quit the job immediately and go for the better one.

Thus, there is positive relationship between perceived alternative employment opportunities with turnover intention.

2.1.6 Independent Variable: Person-Organization Fit

In Kristof’s study (1996), the researcher stated that person-organization fit is explained as the degree of connection between employee and organizations that take place when : (a) leastwise one party fulfill the other party, or (b) two parties have the same share similar perceived attributes. In short, the person-organization fit measurement meant to show the interaction among organizational conditions with employees’ values.

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There are four different approach of the interaction. Firstly, there can be similarity between employee and the organization in term of values or culture (Box, Odom, and Dunn, 1991). Second, there can also be similarity of goals (Vancouver and Schmitt, 1991). Third, there can be similarity in term of the needs and desires of individuals and organization's structures and processes (Cable and Judge, 1994). Finally, the last way of conceptualizing person-organization fit is the compatibility between employee's personality and organization's climate (Bowen et al, 1991).

According to Baysinger and Mobley (1983), employees usually decide to leave organization due to the unmatched between the employee's perceptions to the workplace. Employee is unlikely to quite job if better fit to the workplace. Employee may feel connected to the workplace due to the chance of working on tasks that contain intrinsic value.

Other than that, Kristof-Brown, Zimmerman & Johnson (2005) has mentioned that new workplace will be unfamiliar to new employee and if employee cannot adjust in the new workplace, it will lead to leave the organization. The person-organization fit is a significant predecessor to turnover intention. This relationship is further proved by Moynihan and Pandey (2008) and Vancouver and Schmitt (2011). In the study, researchers held that employees who have high level of fitness with organization show less intention to leave while employees who have low level of fitness towards organization tend to leave easily.

Therefore, it is concluded that there is negative relationship between person-organization fit with turnover intention.

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2.2 Review of Relevant Theoretical Models

Theory is an official and rational definition of some occurrence that involved forecast of the relationship between one another. A theory is formed through a series of homogeneous studies, simple logical deductions and/or knowledge of applicable theoretical areas.

2.2.1 Meyer and Allen Model of Organizational Commitment

Meyer and Allen Model of Organizational Commitment's three-component model formed as the main model to study in detail about workplace commitment. Its widespread usage is trusted to be effective in analyzing the employee turnover rate in our research. This model emphasizes the measurement of Affective Commitment (AC), Normative Commitment (NC), and Continuance Commitment (CC). These will identify the main issues that need to be focus to improve the usefulness and accuracy of the model. It combines the methods and formed and effective model for the measurement of organizational commitment.

Affective Commitment refers to the engagement based on emotional that grow in employees through positive work experience. Normative Commitment reflects engagement based on recognized obstacle towards the organization, for example rooted in the norms of reciprocity. Continuance Commitment refers to engagement based on the costs, both economic and social, of quitting the organization.

This model of commitment has been widely used by researchers to foresee turnover behaviors (Meyer et al., 2002). Meyer and Allen (1997) show a comprehensive overview of the theoretical lineage of this model.

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Meyer and Herscovitch (2001, p. 301) said that commitment is “a force that binds an individual to a course of action of relevance to one or more targets”. Employees are theorized to experience this force in the form of three factors; or mindsets which are affective, normative and continuance, which reflects emotional engagement, recognize obstacles, and perceived sunk costs in relation to a target, respectively (Allen and Meyer, 1990).

Example of Affective Commitment is “I am very happy being a member of this organization.”

Example of Continuance Commitment is “If I wasn’t a member of this organization, I would be sad because my life would be disrupted.”

Example of Normative Commitment is “I think that people these days move from one company to another”

2.2.2 Vroom’s Expectancy Theory

Victor Vroom develops this Expectancy Theory. According to the theory, it says that when an employee is fulfilling a task, it is affected by the likelihood of completing the task and the feasible outcome or consequence of fulfilling the task. Expectancy Theory states that individual will expect the actions that will take and results that will gain such as happiness, reward, and reducing the possibility of hurt. Under this theory the main goal is less important to the employee, but the impact that achieving the goal.

Under Vroom's Expectancy Theory an individual's opinion is influenced by the following factors:

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1. Expectancy – Does the individual believe that they can achieve the task?
2. Valence – Does the individual believe that completing the task will benefit them or cause detriment?
3. Instrumentality – What is the probability of completing the task leading to an outcome desired by the individual?

Employees will perform better with the condition that there is a confidence of hard effort lead to expected outcome. This will directly affect the job satisfaction.

Vroom also said that:

$$\text{Force (Motivation)} = \text{Valence} \times \text{Expectancy}$$

Force is the effort that an individual puts into a task. Valence is the desired outcome. Expectancy is the employee's evaluation of the likely ways in achieving the task.

For example, Employee A believes the outcome is very good (Valence). But according to past performance which is poor, Employee A assessed the task as difficult to achieve (Expectancy).

$$V \times E = F$$

$$0.8 \times 0.2 = F$$

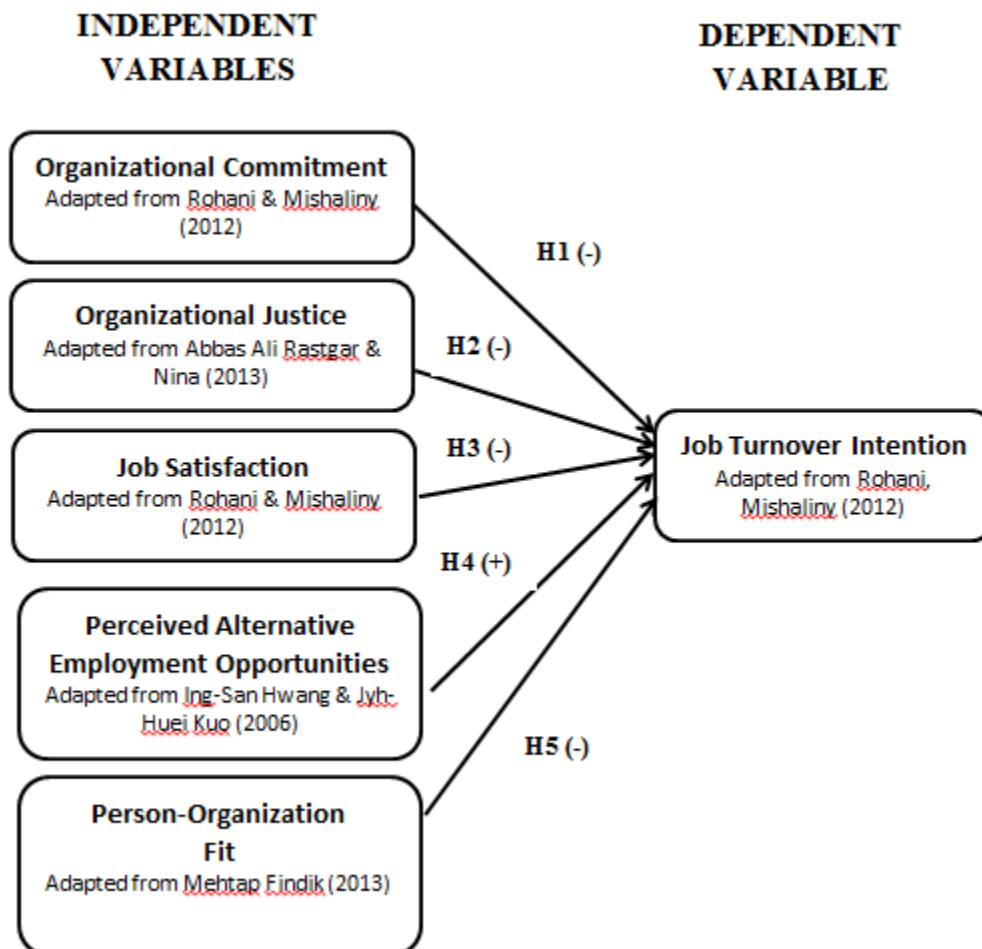
$$F = 0.16 \text{ (Employee's motivation)}$$

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2.3 Conceptual Framework

Figure below shows the conceptual framework which focuses on five dimensions of factors that cause job turnover intention. The five independent variables are organizational commitment, organizational justice, job satisfaction, perceived alternative employment opportunities and person-organization fit. The dependent variable is job turnover intention.

Figure 2.1: Conceptual Framework



Source: Developed for the research

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2.4 Hypotheses Development

Hypothesis 1

H₀: There is no significant relationship between organizational commitment and the job turnover intention.

H₁: There is significant negative relationship between organizational commitment and the job turnover intention.

According to Thatcher & Stepina (2003), organizational commitment is related to the turnover intention of employees.

In fact, organizational commitment is one of the most influential factors to turnover intention. When employees are engaged to the top management, employees tend to satisfy with the job. This will bring to a better performance and higher motivation of employees to continue the job. Organizational commitment leads employees to responsible toward the mission of the organization. When employee perceived responsibility in achieving the mission, employees are motivated and tend to work harder to achieve it. Directly, this reduces the turnover intention of the employees.

In conclusion, improvement in organizational commitment will decrease the turnover intention in the organization. Therefore, there is a negative relationship between the organizational commitment and the job turnover intention.

Hypothesis 2

H₀: There is no significant relationship between organizational justice and the job turnover intention.

H₁: There is significant negative relationship between organizational justice and the job turnover intention.

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According to Nadiri & Tanova (2010), human resources are an important concern and is necessary to be take into consideration. Organizational justice is believed to be related to employee outcomes such as turnover intention (Nadiri & Tanova, 2010).

For instance, an employee that feel a sense of injustice will leads to a lower productivity and a negative attitude toward his/her job. Justice in organization can be classified into four categories which are distributive, procedural, informational, and interactional (Baldwin, 2006). For employees, perception of justice gives critical impact on judgment about the workplace and could born intention to leave in an organization. When employees are satisfied with the fair treatment, the management will maintain control over the potential challenges and threats from the employees such as the high turnover rate.

Therefore, there is significant negative relationship between organizational justice and the turnover intention.

Hypothesis 3

H₀: There is no significant relationship between job satisfaction and the job turnover intention.

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

According to Nazim Ali, there is a negative relationship between the job satisfaction and the job turnover intention of the employees (Ali, 2009).

Employees' intention to leave can be assessing by using the comprehensive measures of job satisfaction (Lambert, 2001). Lambert et al. (2001) also stated that a high job satisfaction is associated with low employee turnover. In view of it, job satisfaction helps to predict the work behavior such as absenteeism and turnover of employee. This helps to reduce the negative working behavior and attitude of employees thus it reduces the

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turnover rate, absenteeism rate and also the complaint rate. Job satisfaction also acts as a indicator that boost employees' motivation toward the job.

Hence, higher job satisfaction leads to lower turnover intention in an organization. In summary, there is a negative relationship between job satisfaction and job turnover intention.

Hypothesis 4

H₀: There is no significant relationship between perceived alternative employment opportunities and the job turnover intention.

H₁: There is significant positive relationship between perceived alternative employment opportunities and the job turnover intention.

According to Lambert et al. (2001), perceived alternative job opportunities had significant positive effect on turnover intention.

Perceived alternative employment is considered as a work frustration which motivates employees' intentions to quit from job. For instance, when employees found that there is a better offer of job opportunity to them, employees will be motivated to leave the current organization and fulfill the desire for another job alternative. The employees intend to express turnover when there is an alternative job opportunities. Past research suggests that recognized substitution of job opportunities and labor market requirements are related to turnover (Hulin et al., 1985).

Thus, there is a significant positive relationship between perceived alternative employment opportunities and the turnover intention.

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Hypothesis 5

H₀: There is no significant relationship between person-organization fit and the job turnover intention.

H₁: There is significant negative relationship between person-organization fit and the job turnover intention.

According to Chinese scholars Zhang Mian, Zhang De ad Yu Dan (2003), person-organization fit is negatively related to turnover intention.

Chatman (1989) defined person-organization fit as the congruence of individual values and organizational values. A basic underlying assumption of person-organization fit is that employees will be less likely to exit organization if sharing similar value with organization (Elfenbein and O'Reilly, 2007). This shows that person-organization fit is associated with reduced turnover intention. Employees are more preferable to continue working in the organization if employees perceived that there is absence of unfitted requirement towards the organization (Wheeler, Buckley, Halbesleben, Broue & Ferris, 2005). On the other hand, higher turnover rate will incur if there is dissatisfaction, discrepancy and conflict between the employee and the organizational goals (Lee, Mitchell, Wise & Fireman, 1996).

Therefore, there is a significant negative relationship between person-organization fit and the turnover intention.

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2.5 Conclusion

Chapter two outlined the literature review for the research project. This chapter describes the relationship between job turnover rate and the five factors which are job satisfaction, organizational commitment, organizational justice, perceived alternative employment opportunities and person-organization fit. This chapter also encompasses the literatures that support the research and ease the understanding of the research. Other than that, conceptual framework is established in this chapter for a better understanding of the variables for this study.

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CHAPTER THREE: METHODOLOGY

3.0 Introduction

Research Methodology refers to the process used to collect statistics, facts, and information for the purpose of conducting a research. This chapter will focus on the research design and the techniques of collecting data. Besides that, this chapter also will focus on testing the hypotheses which carrying out by the study. Sampling design, instrument used in research data processing and analyzing, construct statistical models also included in this chapter. An appropriate output will be given by this study in this chapter too.

3.1 Research Design

Research is very important and essential in wide range of phenomena. It is been said that “every business issue is ultimately due to an information problem”. The ultimate goal of research is to supply accurate information to relevant parties to solve problems.

In this research, descriptive research and explanatory research are used in conducting our research.

Firstly, descriptive research refers to what is going on, which in this case the job turnover intention in the tertiary education sector. A good description is important to the research enterprise and improves the nature of the society. Description here is concrete and abstract from the Internet, journals, and from our respondents. The researchers always provoke the question in our research to be sure about the fact and dimensions of the subject. For example, one of the questions asked is “I have a different personality, and I believe that with this feature of mine, I consider that I fill a gap in the institute.” The respondents are asked in how likely the statement is true about them ranging from 1(one) to 5(five), 1 represents strongly disagree and 5 represents strongly agree.

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Secondly, Explanatory research refers to the reason of the case, which in this case why there is job turnover intention in the tertiary education sector. This study conducted some independent variables in Chapter 2 stating the factors of it. Therefore, researchers find more information on why those variables affect the job turnover rate intention in the tertiary education sector through explanatory research through questionnaires. The question of 'why' develops causal explanations. Causal explanations in our research will then argue that job turnover rate intention in tertiary education sector is affected by factor X (example: job satisfaction)

3.2 Data Collection Methods

Data collection is very prudent for research because all those data obtained need to be analyzed and interpreted to get the final fact and statistics. Primary and secondary data are the two main sources of data to this research project. The primary source includes obtaining data from the survey questionnaire while the secondary sources are made up of published or unpublished article, journal as well as electronic library database.

3.2.1 Primary Data

According to an online article written by Ahmad (2010), primary data, serves as first-hand-experience data information. The being said information that not been printed or available before and thus it is more reliable than the secondary data. Primary data can be acquired through conducting survey questionnaire, investigation and observation (Wiid & Diggines, 2010, p.71).

In this research, survey questionnaires were distributed to target sample to get the primary data. By distributing survey questionnaires, researchers are able to collect data in a more practical way. Furthermore, questionnaire enhances the accuracy of

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the data collected than observation. There are 200 sets of questionnaire distributed to 200 target respondents in this research.

3.2.2 Secondary Data

According to Wiid & Diggines 2010, secondary data refers to the data that collected by researchers from previous research and probably for other purpose. Compared to primary data, researchers can obtain the secondary data in a much easier and inexpensive method. However, certain information may not qualify or match with the current research and rapidly changing environment as it has been outdated. The secondary data that used in this study are from internet, journals, e-books and textbooks. Other than that, website such as ProQuest offered by UTAR library has also provided researchers additional relevant information.

3.3 Sampling Design

3.3.1 Target Population

The group of people in which the researchers would source data from them is being defined as target population (Hair and Bush, 2003). As for target population in this research, it has been decided that to concentrate on several types of working staffs. They are lecturers, senior lecturers, assistant professors, associate professors, professors, tutors and administrative staffs of the respective four universities. There are total 200 sets of questionnaire survey and questionnaires are distributed to them based on the ratio.

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Table 3.1: Calculation of Questionnaire Distribution Based On Employees Ratio

Private University	Number of Employees	Percentage	Questionnaire Distributed (sets)
Sunway University	213	7.33%	15
Nottingham University	348	11.98%	24
UCSI University	424	14.59%	29
University Tunku Abdul Rahman	1920	66.10%	132
Total	2905	100%	200

Source: Developed for the research

3.3.2 Sampling Frame and Sampling Location

The source of content in which the sample population had been withdrawn will be the sampling frame (G.Zikmund, J.Babin, C.Carr & Griffin, 2010). Working staffs which include lecturers, senior lecturers, assistant professors, associate professors, professors, tutors and administrative staffs had been selected as our source of content.

Sampling location is the place that been involved to extract information for this research. There are a number of universities that been involved which are Universiti Tunku Abdul Rahman (UTAR) in Sungai Long campus, UCSI University in Cheras, Kuala Lumpur, Sunway University in Bandar Sunway, Selangor, and Nottingham University in Semenyih, Selangor.

3.3.3 Sampling Elements

The respondents for this research project are made up from working staff and employees who include lecturers, senior lecturers, assistant professors, associate

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professors, professors, tutors and administrative staffs in private universities. Those employees and staffs come from different functional areas.

3.3.4 Sampling Technique

Two different types of sampling techniques which are probability sampling and non-probability sampling are used in this research. Probability sampling is the sampling in which every element has equal chances from being chosen from the population. It is called as non-zero probability. For the non-probability sampling, probability of any of the element being choose from population is unknown and sometimes it involves personal judgment.

Two stage sampling technique is selected for this research. Two stage sampling is the sampling that modifies a cluster sampling by adding one more stage of random sampling technique. For this research, all private universities in Selangor area were listed out by using cluster sampling. Then, by using random sampling method, 4 private universities were chosen to answer the survey questionnaire. Two stage sampling helps to overcome the issue of geographically scattered population and time consume in distributing the questionnaire.

3.3.5 Sampling Size

According to Charles & Mertler, 2002, Creswell, 2005, minimum 30 of sample size is recommended for research project design. In addition, according to Flora and Curran, 2004, it was mentioned that 200 is the minimal sample size of research. Meanwhile, Roscoe, 1975 has suggested that use of simple rule of thumb determining the appropriate sample size and the appropriate sample size is within 30 to 500 respondents. If the sample size is larger than 500, it will lead to an error called Type II error (Sekaran, 2006). According to the researcher, such error will cause significant relationships between the variables are may not be true

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in real situation. Therefore, in this research, the sample size is 200 as it is slightly above the mean. 200 questionnaires have been distributed to the target respondents from 4 respective private universities. Besides, 20 set of survey questionnaires were being used for pilot test purpose to test the reliability and accuracy of the research question.

3.4 Research Instrument

Questionnaire distribution method has been implemented in conducting this research. It is cost-saving by using questionnaire survey. Direct and immediate response is able to obtain from the target population through questionnaire survey. Besides than that, fixed-alternative kind of questionnaire survey allows respondents to answer easily and time-conserving.

There are two parts in questionnaire, part A consists of questions related to demographic profile. The purpose of demographic questions is to acquire basic information about the respondents such as gender, age, race, level of education and year of experience. Whereas part B's questions are related to the dependent variable and independent variable of this research.

A pilot test was carried out on a minor group of respondents to identify the possible error of the questions before send out to respective universities for survey. A total number of 20 questionnaires were delivered to the lecturers and tutors in UTAR, Sungai Long campus. Basically, there is absence of change is required except for some mistakes and errors on grammar and word used in questions. The time taken to conduct the pilot test and official surveys is about four weeks.

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3.5 Constructs Measurement

3.5.1 Origin and Measure of the Construct

Table 3.2: Origin of Constructs

Construct	Measurement Items	Sources
Job Turnover Intention	<ol style="list-style-type: none"> 1. I am likely to look for a new job actively in the year. 2. I often think about quitting current job. 3. I want to look for a new job next year. 	Rohani & Mishaliny (2012)
Organizational Commitments	<ol style="list-style-type: none"> 1. I am willing to put in a great deal of effort to help organization to be successful. 2. I talk up this organization to my friends as a great workplace. 3. I am very loyal to this organization. 4. My values and organization's values are very similar. 5. I am proud to tell others that I am part of this organization. 6. This organization really inspires the very best in me in the way of job performance. 7. I am extremely glad that I am working in this organization. 8. I really care about the fate of this organization. 	Rohani & Mihaliny (2012)
Organizational Justice	<ol style="list-style-type: none"> 1. I received the evaluation I deserved. 2. The evaluation correctly reflected my performance quality. 3. An independent observer from outside organization would have made similar 	Abbas Ali Rastgar & Nina (2013)

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	<p>judgment on my performance.</p> <p>4. I consider the evaluation to be fair.</p> <p>5. The rules, procedures, and policies used to evaluate my performance were very proper and fair.</p>	
Job Satisfaction	<p>1. I have the chance to try my own methods of doing this job.</p> <p>2. I have the chance to do something that makes use of my abilities.</p> <p>3. I have the freedom to use my own judgment at work.</p> <p>4. I would not be better off working under different supervision.</p> <p>5. The supervision greatly encourages me to give extra effort at work.</p> <p>6. The supervision has a very favorable influence to my attitude toward my job.</p> <p>6. Considering what it costs to live in this area, my pay is adequate.</p> <p>7. For the job I do, I feel that the amount of money I make is extremely good.</p> <p>8. The pay of work encourages me to work hard.</p>	Rohani & Mishaliny (2012)
Perceived Alternative Employment Opportunities	<p>1. If I quit current job, the chances to find other better job are high.</p> <p>2. I strongly believe that I can find a new job that is as least as good as the current job.</p> <p>3. Given my age, education, and general economic, the chance of attaining a suitable</p>	Ing- San Hwang & Jyh-Huei Kuo (2006)

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	<p>position in other organization is high.</p> <p>4. That chance of finding another job that would be acceptable is high.</p> <p>5. It would be easy to find acceptable alternative employment.</p>	
<p>Person-Organization Fit</p>	<ol style="list-style-type: none"> 1. I can work in this institute without giving up my principles. 2. I believe that there is a strong congruence between my institute and my personal values. 3. In this institute, there are a lot of people exhibit similar behaviors related to work. 4. I can say that I share common feelings with workmates on many points. 5. The institute where I work meets my all expectations. 6. The number of institutes to satisfy my needs better than present institute is less. 7. I have ability and skill that my institute demanded from me. 8. My education and personal skills about job are compatible with the needs of my institute. 9. I am different from typical employee's profile, but I believe my principles creating difference added richness to the workplace. 10. I have a different personality, and I believe that with this feature of mine, I consider that I fill a gap in the institute. 	<p>Mehtap Findik (2013)</p>

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3.5.2 Scale of Measurement

3.5.2.1 Nominal Scale

Nominal scales are used to label and indicate variables with no any quantitative value. “Nominal” scales sometimes are called as “labels”. All of these scales are mutually exclusive. None of them have any numerical significance.

Normally, nominal scale is used to identify objects and properties. A nominal scale does not possess order, distance or origin.

In this research, the gender of the respondent is classified by two categories which are male and female.

Please mark (X) for your answer in the boxes provided.

- 1) Gender:
- Male
 - Female

3.5.2.2 Ordinal Scale

Ordinal scale shows the order of the values of what is significant and substantial. However, it does not show very clear differences between each one of them. Ordinal scales are basically used in the concept of non-numeric measurements.

The ordinal scale is used for ordered categories. For example, from best to worst, from first to last, and from high to low.

In this research, respondents are ranked by the categories based on different educational level, which is from high school diploma to doctorate.

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Please mark (X) for your answer in the boxes provided.

- 2) Level of Education:
- High School Diploma
 - Associate's Degree
 - Bachelor's Degree
 - Master's Degree
 - Doctorate
 - Others

3.5.2.3 Likert Scale

Likert scale is a way to ascribe quantitative value to qualitative data, so that it can be amenable to statistical analysis. Likert scale created a less biased measurement which balanced on both sides of a neutral option.

Likert scale is one very useful measurement tool to get a general measurement of a particular option, experience and so on. For example, level of satisfaction for the service provided in restaurant.

In this research, likert scale is used to test on the variables so that researcher can identify how strong the respondents' agreeableness or disagreeableness is.

The statements below are related to job turnover intention among employees within organization in service industry. Please indicate how strongly you agree or disagree with the statements. The five point scale, anchored on "Strongly agree" to "Strongly disagree".

No	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1.	I am likely to look for a new job actively in the year.	1	2	3	4	5
2.	I often think about quitting current job.	1	2	3	4	5
3.	I want to look for a new job next year.	1	2	3	4	5

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3.6 Data Processing

Data processing is an important stage to ensure all the information collected is concrete and eligible for further analysis in this research. It is also known as a description of data preparation which involved the activities of checking, editing, coding, transcribing, and also identifying the deviant behaviors towards the data before proceed to be analyzed.

3.6.1 Data Checking

Data checking form as the most basic step in data processing. It is imperative that the data is accurate when further carry on the research. This step required thorough preparation in minimizing the errors. In order to cut down the errors, it has to ensure that the questionnaires are being complete according to procedure without lacking out a single question and no missing answers in the questionnaires. Any occurrence of answer confusion such as multiple answers in a question is also to be avoided. In some circumstances that the data appeared errors, immediate clarification with data collector is necessary.

3.6.2 Data Editing

After data checking has been done, data editing will be the next action. Given that some information collected may lack of consistency such as missing answers in the questionnaires, some answers may not ticked at proper column, or multiple answers for a single question, such problems have to bring to a decision that whether to edit the data and the ways to edit it. In this stage, it concerns about adjusting data for omissions, consistency and legibility (G. Zikmund, Babin, Carr, and Griffin, 2010). Necessary adjustments are required to be made to accommodate the information so that the error of information becomes relevant and appropriate. While for data that are left unanswered, it has to consider as data error and no adjustment is possible to be made upon such situation.

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3.6.3 Data Coding

Moving on, the raw data collected are being identified and classifying so that to translate to variables and categories of variables using numbers (Bourque, 2004). Data coding is crucial in converting the respondents' answers into certain categories and concepts to be used in data analysis later (Lockyer, 2004). As for information, categories and codes can be established before the data is collected (Bourque and Lockyer, 2004).

Given the questionnaire survey in this research as an example:

Part A of the questionnaire, the answer for each question is coded as follow:

Q1	Gender	<ul style="list-style-type: none">• “Female” is coded as 1• “Male” is coded as 2
Q2	Age	<ul style="list-style-type: none">• “30 and below” is coded as 1• “31-40” is coded as 2• “41-50” is coded as 3• “51 and above” is coded as 4
Q3	Race	<ul style="list-style-type: none">• “Malay” is coded as 1• “Chinese” is coded as 2• “Indian” is coded as 3• “Others” is coded as 4
Q4	Level of Education	<ul style="list-style-type: none">• “High School Diploma” is coded as 1• “Associate’s Degree” is coded as 2• “Bachelor’s Degree” is coded as 3• “Master’s Degree” is coded as 4• “Doctorate” is coded as 5• “Others” is coded as 6

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Q5	Year of Experience	<ul style="list-style-type: none">• “Less than 1 year” is coded as 1• “1-5 years” is coded as 2• “6-10 years” is coded as 3• “11-15 years” is coded as 4• “16-20 years” is coded as 5• “21-25 years” is coded as 6• “26-30 years” is coded as 7• “More than 30 years” is coded as 8
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While for part B of the questionnaire, the answer for each question is coded as below:

- “Strongly Disagree” is coded as 1
- “Disagree” is coded as 2
- “Neutral” is coded as 3
- “Agree” is coded as 4
- “Strongly Agree” is coded as 5

3.6.4 Data Transcribing

As final step of data processing, the coded data is being interpreted into Statistical Package for Social Science (SPSS) software Version 16.0 for further analysis.

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3.7 Data Analysis

Data Analysis is the process of data is to be described and illustrated, condensed and recapped and finally evaluated by applying statistical or logical techniques systematically.

Statistical procedures are included during data analysis in qualitative research, analysis becomes an ongoing iterative process where data is simultaneously collecting and analyzing.

The accuracy and appropriate of analysis in research findings is to ensure the essential component of data integrity. Improper statistical analyses twists scientific outcomes, and causes readers to be misled (Shepard, 2002), and the public perception of research may negatively influenced. Statistical Package for Social Science (SPSS) is used to examine the data collected in order to test the reliability, significant of data, descriptive analysis and other accuracy of measurement of data.

3.7.1 Descriptive Analysis

Descriptive analysis is used to describe variables. Descriptive analysis is also known as descriptive statistics (Saunders, et.al, 2009). It involves organizing the data into form of charts or tables in order to compare and describe the data collected.

To tabulate and summarize the data, frequency distribution analysis is prudent and crucial. Percentages and frequency of each variable is calculated and presented in table, graph, charts and so forth. It gives summarization of respondents demographics from the survey Section A.

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3.7.2 Reliability Test

According to Malhotra (2006), researchers used reliability test to determine the consistency and stability. Moreover, reliability test can also determine the relationship between individual items in the scale. A higher degree of association between the scores derived through this repeated measurement represents a more reliable scale. Researchers use Cronbach's Alpha in order to test the scale items in the research by calculating the average of coefficient that result from all possible combinations of split halves. As Malhotra (2006) stated, the coefficient differs from 0 to 1, and value of 0.6 or less generally signifies weak internal consistency reliability, value 0.6 to 0.8 signifies moderate internal consistency reliability and 0.8 and above signifies strong internal consistency reliability.

<0.6	Weak Reliability
0.6 – 0.8	Moderate Reliability
>0.8	Strong Reliability

3.7.3 Inferential Analysis

Inferential analysis makes assumptions or predictions about a population through observation of the sample analysis. The result of sample analysis can be generalized to the whole population the particular sample represent or signify. Under inferential analysis, Pearson Correlation Coefficient and Multiple Regression Analysis are conducted.

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3.7.3.1 Pearson Correlation Coefficient

Pearson Correlation Coefficient mainly measures the strength of association and the direction of relationship among the variables. It ranges from -1.00 to +1.00. Pearson Correlation Coefficient was implemented to test the association among independent variables and for reporting purpose to see whether independent variables are highly correlated or not.

This analysis is focused on the strength and direction of relationship among the five independent variables which are organization commitments, organizational justice, job satisfaction, perceived alternative employment opportunities and person-organization fit. Correlation coefficient (r), ranges from positive one (+1.00) to negative one (-1.00). Correlation coefficient is a perfect positive linear relationship if it is positive and is a perfect negative linear relationship if it is negative (Hair, Bush & Ortinau, 2006). Meanwhile, if obtain zero for this analysis, then it indicates as no relation. Moreover, correlation coefficient that ranges from 0.20 to 0.40 are indicated as weak relationship; range from 0.40 to 0.60 is indicated as moderate relationship, whereas the range from 0.60 and above is indicated as strong relationship of correlation coefficient.

<0.2	Very weak relationship
0.2 – 0.4	Weak relationship
0.4 – 0.6	Moderate relationship
0.6 – 0.8	Strong relationship
>0.8	Very strong relationship

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3.7.3.2 Multiple Regressions

Multiple regressions analysis is simply an extension or modification of simple linear regression analysis. It allows the simultaneous investigation of the effect of two or more independent variables on a single interval-scaled dependent variable (Zikmund, 2003). It is used to determine whether there is existence of relationship in between dependent variable and the five independent variables.

Multiple regressions are proposed in the form of:

$$Y=a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n$$

Equation:

$$Y_{JTI} = b_1OC + b_2OS + b_3JS + b_4PAEO + b_5POF$$

Whereby:

JTI : Job Turnover Intention

OC : Organizational Commitment

OS : Organizational Justice

JS : Job Satisfaction

PAEO : Perceived Alternative Employment Opportunities

POF : Person-Organization Fit

Coefficient of determination involves R Square and Adjusted R Square. It shows the fitness of the model which involves various independent variables. Larger value of Adjusted R Square illustrates the better explanatory power between independent variables to the dependent variable.

The significant value (Sig.) in the ANOVA table is prudent and important. The model is said to be significant when the value is less than critical value of 0.05,

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then further analysis of the model can be conducted. However, if the value is more than 0.05, further interpretation is not available.

P-value is used to measure the relationship between independent and dependent variables. It is tested by using each independent variable against dependent variable. The test is said to be significant when p-value is below 0.05, which means the independent variable is significant in explaining the dependent variable. Beta Coefficients in the table also indicate and identify the independent variables which have the most influence on the dependent variable. Higher beta coefficient shows stronger influence on the dependent variable.

3.8 Conclusion

All in all, chapter three describes on how the research is carried out in term of the data collection methods, sampling design, research instrument, data processing and data analysis process. The data collected will be further discussed in chapter four.

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CHAPTER FOUR: DATA ANALYSIS

4.0 Introduction

In chapter four, the data collected is analyzed and interpreted by the researchers by using Statistical Package Social Science (SPSS) software. For this research, 200 set questionnaires had been collected. The researchers also carry out the descriptive analysis of respondent demographic profile, Cronbach's Alpha of reliability analysis, Correlation Analysis and Multiple Regression of significance analysis. Frequency distribution, pie chart, graphs, and tables are used in the research analysis for ease understanding.

4.1 Descriptive Analysis

Descriptive analysis is use describe the central tendency, distribution, and variability of the data which included the investigation of mean, median, mode, standard deviation or variance of 200 respondents' information.

4.1.1 Respondents Demographic Profile

In this part, the demographic data of respondent which are the gender, age, race, education level, experience, and functional area will be explained by the researchers.

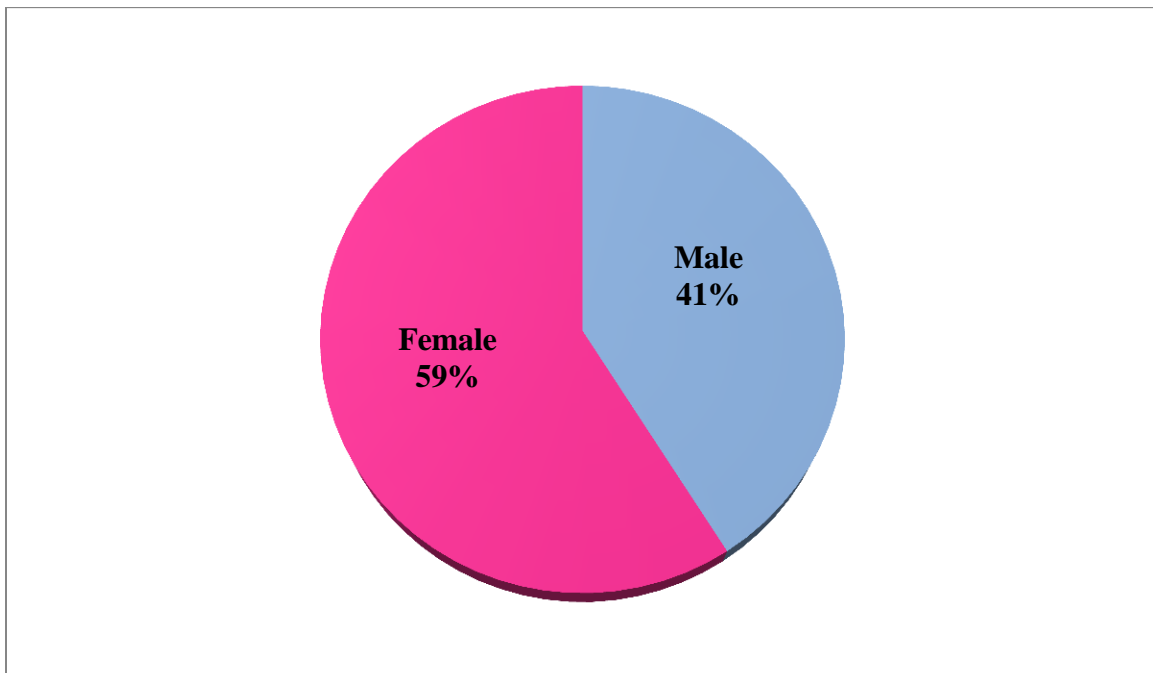
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4.1.1.1 Gender

Table 4.1: Gender of the Respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	82	41.0	41.0	41.0
Valid	Female	118	59.0	59.0	100.0
	Total	200	100.0	100.0	

Figure 4.1: Gender of the Respondents



Source: Developed for the research

The table and figure above have shown the total number of respondents that involved in the questionnaire survey. There are total of 200 respondents from the respective 4 universities, given that 82 respondents are male and 118 respondents are female. This has made up a higher frequency of 36 female respondents than male respondents. There is more than half of percentage of female respondents than male respondents, whereby female respondents made up of 59% and male respondents made up of 41%.

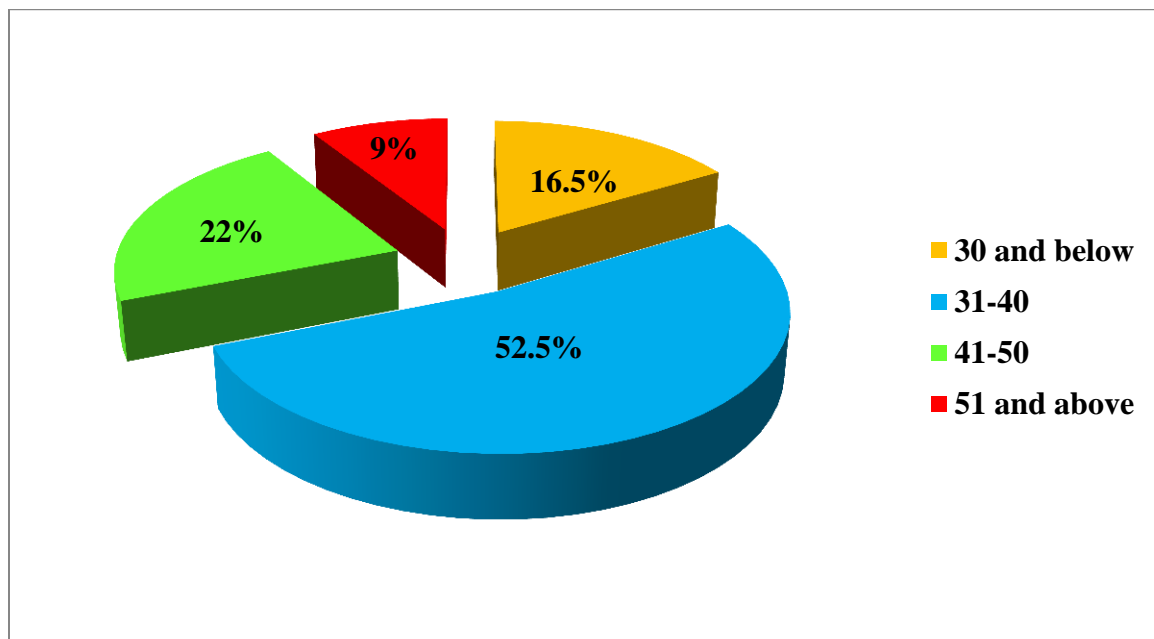
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4.1.1.2 Age

Table 4.2: Age of the Respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
30 below	33	16.5	16.5	16.5
31-40	105	52.5	52.5	69.0
41-50	44	22.0	22.0	91.0
51 and Above	18	9.0	9.0	100.0
Total	200	100.0	100.0	

Figure 4.2: Age of the Respondents



Source: Developed for the research

The figure above shown is the distribution of age group of the respondents from the universities. The age of respondents are being classified into four categories which are 30 and below, 31 to 40, 41 to 50 and above 51. Most of the respondents are fall between the ages of 31 to 40, which is 52.5% (105 respondents) that made up more than half of the

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total percentage of the respondents. Besides that, 22% (44 respondents) out of the respondents are made up of the age group 41-50. It is followed by the age group of 30 and below that amounted 16.5% (33 respondents). The respondents who are in the age group of 51 and above occupy the least amount of percentage which is 9% (18 respondents).

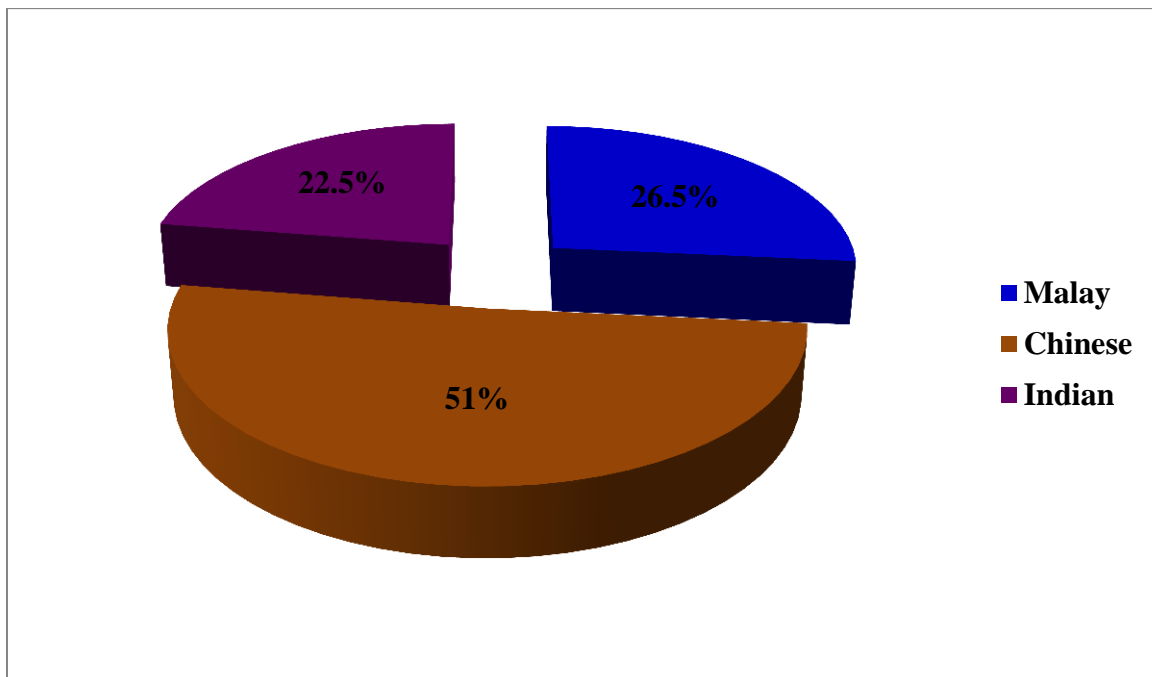
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4.1.1.3 Race

Table 4.3: Race of the Respondents

Race		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	53	26.5	26.5	26.5
	Chinese	102	51.0	51.0	77.5
	Indian	45	22.5	22.5	100.0
	Total	200	100.0	100.0	

Figure 4.3: Race of the respondents



Source: Developed for the research

Majority of respondents are made up of Chinese. According to the table and chart above, Chinese respondents consists of 102 people (51%). It is followed by Malay respondents 53 people (26.5%) and Indian respondents 45 people (22.5%).

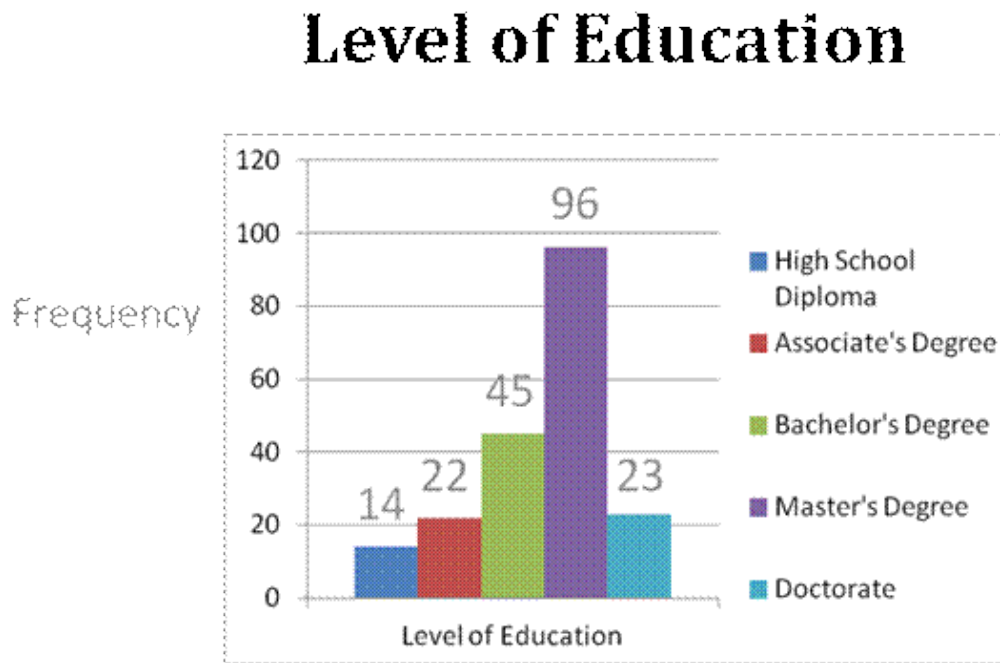
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4.1.2 Central Tendencies Measurement of Constructs

Measure of central tendencies examine where the distribution's central, or most typical value is located. In this section, the researcher explains the central tendency and variability of the set of questionnaire data.

4.1.2.1 Level of Education

Figure 4.4: Respondents' Education Level



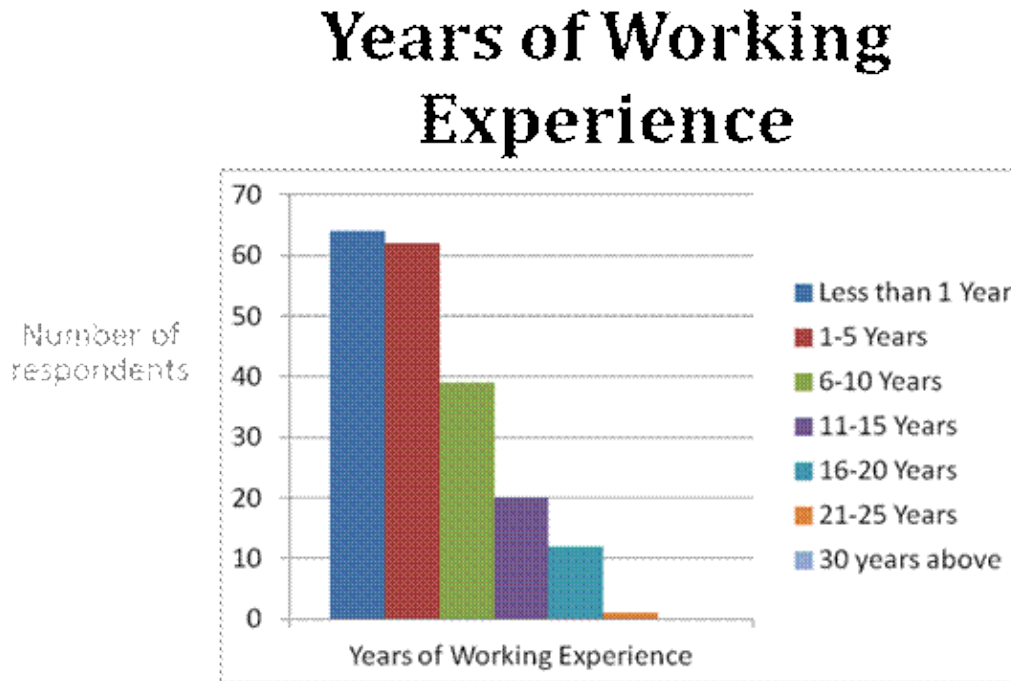
Source: Developed for the research

Figure 4.4 demonstrate the education level of the 200 respondents. From the bar chart it shows that the majority of respondent's education levels are Master's Degree with 96 respondents (48%), followed by Bachelor's Degree with 45 respondents (22.5%), Doctorate with 23 respondents (11.5%), Associate's Degree with 22 respondents (11%), and High School Diploma with 14 respondents (7%). The respondents with Master's Degree are the most and High School Diploma are the least.

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4.1.2.2 Years of Working Experience

Figure 4.5: Respondents' Years of Working Experience



Source: Developed for the research

Figure 4.5 illustrates the respondent's working experiences at their current position. There are 7 categories which include less than 1 year, 1 to 5 years, 6 to 10 years, 11 to 15 years, 16 to 20 years, 21 to 25 years, and more than 30 years.

Category less than 1 year consists of 64 respondents which takes up to 32% of the respondents. Category from 1 to 5 years consists of 62 respondents (31%). Category 6 to 10 years consists of 39 respondents (19.5%). Category 11 to 15 years consists of 20 respondents (10%). Category 16 to 20 years consists of 12 respondents (6%). Category 21 to 25 years consists of 1 respondent (0.5%). Lastly, category of 30 years and above consists of 2 respondents which take up to 1% of respondents. Based on the analysis, most of the respondents have less than 1 year of working experience, whereas the least respondents are having 21 to 25 years of working experience.

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4.2 Scale Measurement

4.2.1 Reliability Analysis

Table 4.4: Summary of Reliability Analysis

Variable	Cronbach's Alpha Coefficients	No of items
Job Turnover Intention	0.932	3
Organizational Commitment	0.896	8
Organizational Justice	0.905	5
Job Satisfaction	0.880	9
Perceived Alternative Employment Opportunities	0.968	5
Person-Organization Fit	0.927	10

Source: Developed for the research

Cronbach's Alpha analysis is used to measure the reliability of the variables. The reliability of variables can be described by using Alpha coefficient ranging in value from 0 to 1. The greater the value, the more reliable the variable is (Santos, 1999). Unsatisfactory internal consistency reliability generally falls on a value of 0.6 or less (Malhotra, 2004). The acceptable reliability values of alpha are ranging from 0.70 to 0.85. Poor inter-relatedness between variables, heterogeneous constructs or low number of questions might cause a low value of alpha (Mohsen Tavakol, 2011). If the alpha is greater than 0.8, it is considered as very strong.

According to the Table 4.4, a reliability test was carried out to determine the reliability of six variables. The value of Cronbach's Alpha of job turnover intention, organizational commitment, organizational justice, job satisfaction, perceived alternative employment

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opportunities and person-organization fit are 0.932, 0.896, 0.905, 0.880, 0.968 and 0.927 respectively. All the alpha value for the six variables are greater than 0.6 which meant that these variables are strong reliable and consistent to measure the reliability of the data research. Based on the tables, all six variables (job turnover intention, organizational commitment, organizational justice, job satisfaction, perceived alternative employment opportunities and person-organization fit) are having strong coefficients. In conclusion, all these variables are reliable and having strong internal consistency level.

4.3 Inferential Analyses

4.3.1 Pearson Correlation Coefficient

According to Hair et al. (2007), the method used to indicate the direction, significance and strength of the bivariate relationships among all variables that using interval scale measurement is Pearson Correlation. The table below represents the range of Pearson Correlation Coefficient and its relationship strength.

Table 4.5: Level of Relationship

<0.2	Very weak relationship
0.2 – 0.4	Weak relationship
0.4 – 0.6	Moderate relationship
0.6 – 0.8	Strong relationship
>0.8	Very strong relationship

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Table 4.6: Summary of Pearson Correlation Coefficient

Correlations		JTI	OC	OJ	JS	PAEO	POF
JTI	Pearson Correlation	1	-.958**	-.859**	-.853**	.924**	-.912**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	200	200	200	200	200	200
OC	Pearson Correlation	-.958**	1	.921**	.884**	-.979**	.942**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	200	200	200	200	200	200
OJ	Pearson Correlation	-.859**	.921**	1	.872**	-.905**	.876**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	200	200	200	200	200	200
JS	Pearson Correlation	-.853**	.884**	.872**	1	-.893**	.818**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	200	200	200	200	200	200
PAEO	Pearson Correlation	.924**	-.979**	-.905**	-.893**	1	-.939**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	200	200	200	200	200	200
POF	Pearson Correlation	-.912**	.942**	.876**	.818**	-.939**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	200	200	200	200	200	200

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

Source: Developed for the research

Table 4.6 shows the analysis of relationship between independent variables (organization commitments, organization justice, job satisfaction, perceived alternative employment opportunities, and person-organization fit) and dependent variable (job turnover intention) among the employee within organization. The coefficient correlation is ranged from -1 to +1. The table above illustrates the coefficient correlation's level of relationship.

According to Table 4.6, there are positive and negative relationships between the independent variables and dependent variable. Among the four negative correlation coefficients, the correlation coefficient between organizational commitment and job turnover intention is the greatest, which is -0.958. It indicates a very strong negative

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relationship between organizational commitments with job turnover intention. The following strongest negative relationship is between person-organization fit with job turnover intention which has the coefficient of -0.912 and between organization justices with job turnover intention which has the coefficient of -0.859. The weakest negative relationship is between job satisfaction with job turnover intention which has only -0.853. The three correlation coefficients above show very strong negative relationship between independent variables and dependent variable. Meanwhile, the table above also shows one positive correlation coefficient in between perceived alternative employment opportunities with job turnover intention which has coefficient of 0.924. This positive correlation coefficient indicates the positive relationship between perceived alternative employment opportunities with job turnover intention.

4.3.2 Multiple Regression Analysis

Regression defined by Zikmund, W.G. as the method which the linear associations between dependent and independent variable are measured.

Table 4.7: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966 ^a	.934	.932	.30297

a. Predictors: (Constant), POF, JS, OJ, PAEO, OC

Source: Developed for the research

Based on the Table 4.7, the correlation coefficient value (R value) which is 0.966 is a correlation between the dependent variable (job turnover intention) and independent variables (organization commitment, organization justice, job satisfaction, perceived

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alternative employment opportunities, and person-organization fit). The R Square is the indication of the level or percentage in which the independent variables can explain the variation in the dependent variable. Based on this study, the independent variables can explain 93.4% of the variation in the dependent variable. Despite the 93.4% explained, there are another 6.6% cannot be explained in this study. This tells that there are other important variables which are critical in explaining the job turnover intention.

Table 4.8: ANOVA

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	251.637	5	50.327	548.292	.000 ^b
Residual	17.807	194	.092		
Total	269.444	199			

a. Dependent Variable: JTI

b. Predictors: (Constant), POF, JS, OJ, PAEO, OC

Source: Developed for the research

According to the ANOVA table, the F value is 548.292. The significant value (p-value) is 0.000 and it is less than alpha 0.05. Thus, it means that the F value is significant. This ANOVA model indicates that the independent variables which are organization commitment, organization justice, job satisfaction, perceived alternative employment opportunities, and person-organization fit are significant in explaining the dependent variable which is job turnover intention.

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Table 4.9: Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	10.437	.672		15.523	.000		
1 OC	-1.730	.133	-1.355	-13.006	.000	.031	31.871
OJ	.253	.060	.214	4.255	.000	.134	7.449
JS	-.225	.059	-.168	-3.785	.000	.173	5.796
PAEO	-.482	.089	-.540	-5.405	.000	.034	29.294
POF	-.228	.069	-.192	-3.300	.001	.101	9.901

a. Dependent Variable: JTI

Source: Developed for the research

According to the Table 4.9, organization commitment has the beta value (β) of -1.730, organization justice has β value of 0.253, job satisfaction has β value of -0.225, perceived alternative employment opportunities has β value of -0.482, and person-organization fit has β value of -0.228. The higher the beta coefficient is, the stronger the influence on the dependent variable. From the data, organization justice has β value of 0.253. It means that job turnover intention will increase 0.253 units when organization justice is increased by 1 unit while other independent variables remain constant. Organization commitments have β value of -1.730 and this indicates that job turnover intention will decrease 1.730 units when organization commitment is increased by 1 unit while other independent variables remain constant. Next, β value of -0.225 represents that for every 1 unit of job satisfaction increases while other independent variables remain constant, the job turnover intention will be decreased by 0.225 units. Whereas, the β value of -0.482 indicates that job turnover intention will decrease 0.482 units when perceived alternative employment opportunities is increased by 1 unit while other independent variables remain constant. Lastly, person-organization fit has β value of -0.228. This β value indicates that job

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turnover intention will decrease 0.228 units when person-organization fit is increased by 1 unit while other independent variables remain constant.

The significant level is the indication of p-values. The significance value of organization commitments, organization justice, job satisfaction, perceived alternative employment opportunities, and person-organization fit are 0.000, 0.000, 0.000, 0.000, 0.000, and 0.001 respectively. As all the p-values are lower than the required significance level of 0.05, thus, all independent variables are reliable and have significant relationship with job turnover intention. H1, H2, H3, H4, and H5 are accepted.

Lastly, an equation is constructed by using the coefficient beta. As mentioned, the beta value (B) of organization commitment, organization justice, job satisfaction, perceived alternative employment opportunities, and person-organization fit are -1.105, 0.282, -0.018, 0.122, -0.032 respectively. The unstandardized coefficient constant of 5.452 is used.

The equation formed in this model is:

Job turnover intention

= 10.437 + (-1.730) organization commitment + (0.253) organization justice, (-0.225) job satisfaction + (-0.482) perceived alternative employment opportunities + (-0.228) person-organization fit

4.4 Conclusion

In this chapter, descriptive analysis, scale measurement, reliability analysis, Pearson correlation Coefficient and Multiple Regression are carried out to analyze and interpret the data collected. The result and data interpretation result from data analysis will be discussed further in chapter five. In chapter five, the major findings and conclusion will be discussed too.

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CHAPTER FIVE: DISCUSSION, CONCLUSION, AND IMPLICATION

5.0 Introduction

In the past chapter which is chapter four, the data collected had been analyzed and interpreted by conducting data analysis. In this chapter, the findings of the result obtained, implications of study, limitations, recommendations for future research and conclusion of the topic research will be discussed.

5.1 Summary of Statistical Analysis

5.1.1 Descriptive Analysis

5.1.1.1 Respondents' Profile

Table 5.1: Calculation of Questionnaire Distribution Based On Employees Ratio

Private University	Number of Employees	Percentage	Questionnaire Distributed (sets)
Sunway University	213	7.33%	15
Nottingham University	348	11.98%	24
UCSI University	424	14.59%	29
University Tunku Abdul Rahman	1920	66.10%	132
Total	2905	100%	200

Source: Developed for the research

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200 sets of questionnaire are being distributed to the academic staff of the four universities. From the table above, it shows that 15 set questionnaires are distributed to Sunway University employees, 24 set questionnaires are distributed to Nottingham University, 29 set questionnaires are distributed to UCSI University and 132 set questionnaires are distributed to University Tunku Abdul Rahman. Based on the response that had been collected and analyzed, it shows that there are more female (118 respondents) than male (82 respondents), in which female respondent has higher percentage of 18% than male respondent. Majority of the respondents are age 31 to 40, out of 200 respondents, 52.5% (105 respondents) are made up of that age range and it occupied more than 50% of the total. Age range 41 to 50 has occupied the second highest number of respondents among the total respondents which is 22% (44 respondents). Age 30 and below made up of 16.5% (33 respondents) which as the third highest in number of respondents. While the least number of respondent is the group that age 51 and above, which is made up of 9% (18 respondents) out of the total percentage. On the other hand, most of the respondents are Chinese respondents among the 200 respondents. The total number of Chinese respondents is 102 (51%) and the sum of Malay and Indian respondents, which is 98 respondents (49%) are even less than Chinese respondents. The least number of respondents is Indian which made up of 45 respondents (22.5%) only.

From the perspective of educational level, more than half of the respondents are holding Master's Degree level, in which the number of this group of respondents is 96 and made up 48% which is almost half of the total percentage. The group of respondents that hold Bachelor's Degree level made up the second highest number among 200 respondents which is 45 (22.5%). It is followed by Doctorate holder and Associate's Degree holder which are 23 respondents (11.5%) and 22 respondents (11%) respectively. There is only a small group of respondents who hold High School Diploma, this group of respondents made up of 14 people (7%) out of the 200 respondents.

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5.1.2 Summary of Inferential Analyses

5.1.2.1 Reliability Analysis

Table 5.2: Summary of Reliability Analysis

Construct	Cronbach's Alpha Coefficients
Job Turnover Intention	0.932
Organization Commitments	0.896
Organization Justice	0.905
Job Satisfaction	0.880
Perceived Alternative Employment Opportunities	0.968
Person-Organization Fit	0.927

Source: Developed for the research

The Cronbach's Alpha Coefficients from the table above are greater than 0.6, which show the satisfactory and stable internal consistency level of the variables. In fact, the independent variables are having very strong relationship toward the dependent variable.

5.1.2.2 Pearson Correlation Coefficient

Table 5.3: Summary of Pearson Correlation Coefficient

Construct	Pearson Correlation Coefficient toward Job Turnover Intention
Organization Commitments	-0.958
Organization Justice	-0.859
Job Satisfaction	-0.853
Perceived Alternative Employment Opportunities	0.924
Person-Organization Fit	-0.912

Source: Developed for the research

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Table above illustrates that organization commitments variable has the strongest negative relationship toward job turnover intention as it has coefficient of -0.958. Then, person-organization fit who has coefficient of -0.912 has the second strongest negative relationship with job turnover intention. It is then followed by organization justice and job satisfaction who has coefficient of -0.859 and -0.853 respectively. The perceived alternative employment opportunities variable has coefficient of 0.924 and it shows a strong positive relationship toward job turnover intention.

5.1.2.3 Multiple Regression Analysis

Multiple Regression Analysis is the tool used to determine the relationship between independent variables and dependent variable. The significant values of all independent variables are less than 0.05. This shows that there is significant relationship between organization commitments, organization justice, job satisfaction, perceived alternative employment opportunities and person-organization fit toward job turnover intention.

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5.2 Discussions of Major Findings

Table 5.4: Major Finding on Hypothesis Testing

No.	Hypothesis	Significant Level	Supported/Rejected
H1	There is a significant relationship between organizational commitments with job turnover intention.	0.000 (p<0.05)	Supported
H2	There is a significant relationship between organizational justices with job turnover intention.	0.000 (p<0.05)	Supported
H3	There is a significant relationship between job satisfactions with job turnover intention.	0.000 (p<0.05)	Supported
H4	There is a significant relationship between perceived alternative employment opportunities with job turnover intention.	0.000 (p<0.05)	Supported
H5	There is a significant relationship between person-organization fit with job turnover intention.	0.001 (p<0.05)	Supported

Source: Developed for the research

The first hypothesis that investigates the relationship between organizational commitments with the job turnover intention was supported by the research. It shows that there is a significant relationship between organizational commitments with job turnover intention. This is supported by T.Hussain (2012), an organizational culture that promotes a sense of belonging and ownership among employees can be driven and shaped by a strong organizational commitment in order to reduce the rate of job turnover intention

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(T.hussain, 2012). According to Thatcher & Stepina (2003), organizational commitment is related to the turnover intention of employees. In fact, one of the important antecedents to job turnover intention is organizational commitment. Poor work related attitudes and behaviors of employees will resulted from poor organizational commitment.(Boal & Blau, 1987).

The second hypothesis that investigates the relationship between organizational justices with the job turnover intention was supported by the research. It shows that there is a significant relationship between organizational justices with job turnover intention. This is supported by Abbas Ali Rastgar, 2013, who cited that there will be no turnover intentions if employees work in an organization that receives a fair outcomes distribution as well as fair procedures and policies.

The third hypothesis that investigates the relationship between job satisfactions with the job turnover intention was supported by the research. It shows that there is a significant relationship between job satisfactions with job turnover intention. It is supported by Lambert et al, 2001 who stated that job satisfaction helps to reduce negative working behavior and attitude of employees; consequently, it reduces the job turnover rate.

The fourth hypothesis that investigates the relationship between perceived alternative employment opportunities with the job turnover intention was supported by the research. It shows that there is a significant relationship between perceived alternative employment opportunities with job turnover intention. This theory is supported by Hulin et al, 1985. Employees will be more motivated to leave organization if there is other better job opportunity for them.

The fifth hypothesis that investigates the relationship between person-organization fit with the job turnover intention was supported by the research. It shows that that there is a significant relationship between person-organization fit with job turnover intention. This is supported by Wheeler, Buckley, Halbesleben, Broue & Ferris, 2005 who stated that

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employees are more preferable to continue working in the organization if well fitted with the jobs and organization.

5.3 Implication of the Study

Based on the result analysis, there are some implications for employer in the educational service industry to better retain employees which are their lecturers in the university so that the retention ratio in their organization are higher.

5.3.1 Managerial Implication

From the analysis, that organizational commitment has an effect on the job turnover intention rate is shown. The higher the organizational commitment one has to the organization, the lower the job turnover intention rate is. Therefore, organizations should really pay attention on how to increase the employee's organizational commitment to them. For instance, organizations can give out some shares or offer shares at a lower price of the organization to employees. This will let the employees to feel that the employees are part of the organization. Besides that, employees will also feel more like a family and connected to each other. The more committed employees are to the organization, the less likely the job turnover intention will happen, in fact according to the research it is one of the most important factors to avoid employees from having the intention to switch jobs. Organizations could also organize more events which let the employees to have fun and mix around more with each other besides work. These will help to strengthen the relationship between the superiors and subordinates, the higher management level, and the lower level of workforce. For example are head start event such as New Year celebration, mid-year trip to somewhere for 3 days, and a yearend party would help very much. These will not only strengthen the

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relationship of existing employees but when there are new blood joining the organization and the employees would feel the happiness in working in that organization and would be more likely to be committed in staying.

Besides that, the research also found out that organizational justice is very crucial in the workplace to prevent job turnover intention among the workforce. It means fairness on treatment and perception of justice affects greatly on employees judgment about the organization and thus affect the intention whether to stay or leave. It is normal though for everyone to anticipate fairness everywhere in the world. No one likes to be treated unfairly when the work and efforts taken out is the same with others. Organizations must really take into consideration on politics in the workplace. Only politics in the workplace will affect greatly on fairness and justice. Therefore, organizations must have a good practice and reward and punish accordingly to the employees. No employees should be given special treatment regardless of the background. Then only will others feel the fairness and stay in the organization. Most of the time employees will have the intention to leave because of the feeling of humiliated when a small mistake is made and is punished heavily and when others make a big mistake and is not punished. To make employees stay, organizations must give equal level of fairness of the treatment to all employees.

One more important factor gained from the research is job satisfaction. The higher the job satisfaction employees have, the lower the job turnover intention rate will happen within employees. According to what have written in Chapter 2, there are actually many ways an employee will be satisfied with the job. To make things simple, one's job or job experience will cause employees to maintain a pleasurable or positive emotional state. For instance, organization can provide more support to the employees to enhance competency level and have higher job satisfaction. For example, providing regular trainings to employees, provide support in ways that employees would ask for, provide incentives to push employees to work harder and of course happier, and to give encouragement

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every now and then. When the level of job satisfaction is high for the employees, it is less likely to have the intention to switch jobs and it will be a win-win situation for both the employers and employees.

Another factor that found out in the research is perceived alternative employment opportunities with job turnover intention. This is meant by the perception on whether there is a better job opportunity besides than the current job. According to the research, it shown that when employees found out better jobs are available out there besides of the current job, the intention to switch will appear. On the other hand, employees who found that there are no opportunities out there in the market which is better than current job would not have the intention to switch jobs. Organization could offer better job in terms of satisfaction, rewards, commitment, and et cetera to make the job a lifetime profession for employees. Although this is quite hard to achieve, organizations could also look at competitors' offerings, working environment as well as culture value and learn the good points from competitors. For example, reward based project, and incentives trip are a good way to reward employees so that the intention to change jobs will reduce as the employees are happy with the existing one.

Last but not least, in the research project shown that person to organization fit plays a significant role in preventing employees to have a job turnover intention. Person to organization fit as elaborated in our research project is mostly about similarity, whether in terms of values or culture, goals, needs and desires of individual's and organization's structures and process, and lastly the employee's personality and organization's climate. Therefore, organizations should really build up certain values and culture in the working environment. For example, being on time is a very important value and culture in one organization, then when an employee joins in and mix into this culture, the employee would be automatically be early. Similar goals are also important as each organization have different mission and vision. Organizations have to inform employees about the mission and vision in short term such as 1 year and long term goals such as 3 to 5

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years. This will let the employees to be on the same track and will stay on the organization as the employees know what are doing instead of just working day by day. The organization's structures and process have to be clearly stated to fit the needs and desires of individual. Employees will then know the structure and process and know in what organization which the employees are working in and how it works. The clearer about the job scope, the lower the intention to switch jobs. Last but not least, the organization should really take into consideration of each employee's personality as there is no one size fit all people. Everyone is different and organizations should really evaluate properly each and every employee and delegate the appropriate tasks to them to achieve maximum result for the employees and organization. These ways, it could help the organization to reduce the job turnover intention among employees.

5.4 Limitation

5.4.1 Inadequate and Insufficient of Journal and Data

Researchers might face problem that the journal and data available for them is outdated and not consistent to the latest situation. There are always changes in our surroundings. Data and journal available is not always similar and consistent to the latest changes. For instance, the sample size that suggested by Roscoe in year 1975, which is very old information. Therefore, researches might unable to obtain journal and data that is accurate, consistent and updated. Moreover, there is many manipulated data that with errors and inconsistencies available. Researchers might confuse about which is reliable source. The reliability of journal and data is very significant for a study to obtain a reliable and accurate result. Besides, scholarly journals that available for the researchers include information of academic interest so that might not the best sources to be used in the study.

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5.4.2 Specific Research Area

Research done for this subject of job turnover intention is focusing mainly on service industry which is education, to be more precise is only tertiary education. Therefore, the result is very narrow towards tertiary education. It might not be applicable to secondary school education, primary school education, or kindergarten education. Different level of education industry will have different requirements and syllabus. For instance, teaching in kindergarten might require one teacher to be patient and loving to small kids. Some of the respondents may be able to take up this job, but some may not because of impatience. Another example is secondary school education, the job turnover intention might be different compared to tertiary education because most teachers are not willing to leave as secondary school is unlike university where the students are all in one class and the students and teachers relationship might be closer. University students take subjects and may only be in the same class for one semester and after that will separate with each other. Therefore, the researches on job turnover intention on different levels of education do have the difference.

5.4.3 Social Desirability Response Bias

In reality, some respondents may have the traits that are negatively and positively value by general norms. For instance, the question “I often think about quitting current job” may perceive as negative and respondents may not willing to express the most truthful opinion, thus respondents may avoid the answer of “strongly agree” and “agree”. The most common answer found in the questionnaire survey for this question is “neutral”. On the other hand, respondents tend to respond “Agree” and “Strongly Agree” towards the statements which possess positive attribute such as “I am very loyal to this company”, “I am extremely glad that I am working in this organization”, and “The evaluation correctly reflected my performance quality”. Therefore, this would cause the data collected to be less

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solidity because respondents tend to respond according to socially desirable norms.

5.4.4 Measures Used To Collect Data

Due to the data are collected by questionnaires, there are limitations as there are a lot of other methods to collect data. For example, interviews, focus groups, and et cetera. These other methods might produce a better outcome since there will be a clear information flow from researchers to respondents and vice versa. Besides, in questionnaires, body language and expressions cannot be seen whereas body gestures and sincerity can be clearly observed when conducting other method like interviews of focus groups. Any misunderstanding about the questions can be clarified immediately. However, by using questionnaire method, probability of getting respondents misunderstanding the underlying message is higher in which they might not truly understand the questions.

5.5 Recommendations for Future Study

Due to some limitations, the results of the research may be not so reliable. Researchers should figure out some ways to overcome the limitations so that the results of the study will be more accurate and reliable.

5.5.1 Bilingual in Questionnaire

Firstly, researchers can use bilingual in the questionnaires to replace the single language in the questionnaire. The main objective of a questionnaire is translates the variables to be measured into words. In order to obtain an accurate and

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reliable result, the language used in questionnaire should be understandable by the respondents. However, most of the questionnaire is set by using single language and the most common language is English. Researchers should take in consideration that some of the respondents might not understand certain language even the language is very common in our life. Therefore, a bilingual questionnaire might help researchers to solve this problem. Bilingual questionnaire is questionnaire that using two language that represent same meaning for the respondents. For example, a questionnaire is set by using English and Chinese, when a respondent do not understand English, he/she can refer to the Chinese version.

5.5.2 Vast Research to be conducted

Researchers are focusing on tertiary education for the research on job turnover intention only. In the future, researchers could do more research and findings regarding other levels of education or even other service industry to look into details the job turnover intention factors of different industry. This will then help business organizations to better know the factors and cope with it. The result will be better job retention in our country where economy can grow steadily.

5.5.3 Alternative measurement strategies

In order to avoid social desirability bias, the questionnaire design is advised to employ indirect questions. For instance, the statement “I often think about quitting current job” may change to “I think that current job is not fit for me”. By employing such indirect question, it can eliminate the possibility that respondents answer according to social desirability. Hence, this could increase the solidity of the questionnaire and will have more reliable results compute for this research.

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5.6 Conclusion

In this study, the developmental hypothesis is supported by the results. The study shows the moderate relationship between the independent variables (organizational commitment, organizational justice, job satisfaction, perceived alternative employment opportunities and person-organization) and the dependent variable (job turnover intention). The validity and reliability of the hypothesis constructed by the researchers in predicting the factors affect the job turnover intention is also shown in this study. However, there are some limitations that should be take note in future study in order to obtain better and more significant results.

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Appendix A: Survey Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF ACCOUNTANCY AND MANAGEMENT

ACADEMIC YEAR 2014

MAY 2014 TRIMESTER

BECHOLAR OF INTERNATIONAL BUSINESS (HONS)

We are students pursuing a bachelor degree in International Business from Faculty of Accountancy and Management (FAM) in University Tunku Abdul Rahman, Sungai Long Campus.

As part of our Final Year Project for UKMZ 3016, we are conducting a survey on the factors that contribute to job turnover intention among employees in private college or university. The organizational commitment, organizational justice, job satisfaction, alternative perceived employment opportunities, and person-organization fit are significantly correlated with job turnover intention.

This questionnaire would take approximately ten (10) minutes to complete. All questions obtained will be analyzed and to be concluded in a report. ALL information, answers and identity of respondent will be kept strictly private and confidential. We appreciate your effort and time taken to contribute to this work and thank you for your time and participation.

Student's Details

Name	Student ID No.
GOH HUI BEE	11UKB01202
IVAN MAK	11UKB07332
NGA WAI JAK	12UKB06229
PHON ZHI CHING	11UKB03884

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Part A.

Respondents' Background

Please mark (X) for your answer in the boxes provided.

- 1) Gender:
 - Male
 - Female

- 2) Age (years old)
 - 30 and Below
 - 31-40
 - 41-50
 - 51 and Above

- 3) Race
 - Malay
 - Chinese
 - Indian
 - Others:.....

- 4) Level of Education:
 - High School Diploma
 - Associate's Degree
 - Bachelor's Degree
 - Master's Degree
 - Doctorate
 - Others:.....

- 5) Experience (Years in area, or at current position or employer)
 - Less than 1 year
 - 1-5 years
 - 6-10 years
 - 11-15 years
 - 16-20 years
 - 21-25 years
 - 26-30 years
 - More than 30 years

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Part B. Instructions

The statements below are related to **job turnover intention among employees** within organization in service industry. Please indicate how strongly you agree or disagree with the statements. The five point scale, anchored on “Strongly agree” to “Strongly disagree”.

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.	I am likely to look for a new job actively in the year.	1	2	3	4	5
5.	I often think about quitting current job.	1	2	3	4	5
6.	I want to look for a new job next year.	1	2	3	4	5

The statements below are related to **organizational commitment with job turnover intention** within organization in service industry. Please indicate how strongly you agree or disagree with the statements. The five point scale, anchored on “Strongly agree” to “Strongly disagree”.

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am willing to put in a great deal of effort to help organization to be successful.	1	2	3	4	5
2.	I talk up this organization to my friends as a great workplace.	1	2	3	4	5
3.	I am very loyal to this organization.	1	2	3	4	5
4.	My values and organization’s values are very similar.	1	2	3	4	5
5.	I am proud to tell others that I am part of this organization.	1	2	3	4	5
6.	This organization really inspires the very best in me in the way of job performance.	1	2	3	4	5

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7.	I am extremely glad that I am working in this organization.	1	2	3	4	5
8.	I really care about the fate of this organization.	1	2	3	4	5

The statements below are related to organizational justice with job turnover intention within organization in service industry. Please indicate how strongly you agree or disagree with the statements. The five point scale, anchored on “Strongly agree” to “Strongly disagree”.

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I received the evaluation I deserved.	1	2	3	4	5
2.	The evaluation correctly reflected my performance quality.	1	2	3	4	5
3.	An independent observer from outside organization would have made similar judgment on my performance.	1	2	3	4	5
4.	I consider the evaluation to be fair.	1	2	3	4	5
5.	The rules, procedures, and policies used to evaluate my performance were very proper and fair.	1	2	3	4	5

The statements below are related to job satisfaction with job turnover intention within organization in service industry. Please indicate how strongly you agree or disagree with the statements. The five point scale, anchored on “Strongly agree” to “Strongly disagree”.

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have the chance to try my own methods of doing this job.	1	2	3	4	5
2.	I have the chance to do something that makes use of	1	2	3	4	5

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	my abilities.					
3.	I have the freedom to use my own judgment at work.	1	2	3	4	5
4.	I would not be better off working under different supervision.	1	2	3	4	5
5.	The supervision greatly encourages me to give extra effort at work.	1	2	3	4	5
6.	The supervision has a very favorable influence to my attitude toward my job.	1	2	3	4	5
7.	Considering what it costs to live in this area, my pay is adequate.	1	2	3	4	5
8.	For the job I do, I feel that the amount of money I make is extremely good.	1	2	3	4	5
9.	The pay of work encourages me to work hard.	1	2	3	4	5

The statements below are related to perceived alternative employment opportunities with job turnover intention within organization in service industry. Please indicate how strongly you agree or disagree with the statements. The five point scale, anchored on “Strongly agree” to “Strongly disagree”.

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	If I quit current job, the chances to find other better job are high.	1	2	3	4	5
2.	I strongly believe that I can find a new job that is as least as good as the current job.	1	2	3	4	5
3.	Given my age, education, and general economic, the chance of attaining a suitable	1	2	3	4	5

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	position in other organization is high.					
4.	That chance of finding another job that would be acceptable is high.	1	2	3	4	5
5.	It would be easy to find acceptable alternative employment.	1	2	3	4	5

The statements below are related to person-organization fit with job turnover intention within organization in service industry. Please indicate how strongly you agree or disagree with the statements. The five point scale, anchored on “Strongly agree” to “Strongly disagree”.

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I can work in this institute without giving up my principles.	1	2	3	4	5
2.	I believe that there is a strong congruence between my institute and my personal values.	1	2	3	4	5
3.	In this institute, there are a lot of people exhibit similar behaviors related to work.	1	2	3	4	5
4.	I can say that I share common feelings with workmates on many points.	1	2	3	4	5
5.	The institute where I work meets my all expectations.	1	2	3	4	5
6.	The number of institutes to satisfy my needs better than present institute is less.	1	2	3	4	5
7.	I have ability and skill that my institute demanded from me.	1	2	3	4	5

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8.	My education and personal skills about job are compatible with the needs of my institute.	1	2	3	4	5
9.	I am different from typical employee's profile, but I believe my principles creating difference added richness to the workplace.	1	2	3	4	5
10.	I have a different personality, and I believe that with this feature of mine, I consider that I fill a gap in the institute.	1	2	3	4	5

THANK YOU

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Appendix B: SPSS Output

RESPONDENT PROFILE

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	82	41.0	41.0	41.0
	Female	118	59.0	59.0	100.0
	Total	200	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 below	33	16.5	16.5	16.5
	31-40	105	52.5	52.5	69.0
	41-50	44	22.0	22.0	91.0
	51 and Above	18	9.0	9.0	100.0
	Total	200	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	53	26.5	26.5	26.5
	Chinese	102	51.0	51.0	77.5
	Indian	45	22.5	22.5	100.0
	Total	200	100.0	100.0	

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Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
High School Diploma	14	7.0	7.0	7.0
Associate's Degree	22	11.0	11.0	18.0
Bachelor's Degree	45	22.5	22.5	40.5
Master's Degree	96	48.0	48.0	88.5
Doctorate	23	11.5	11.5	100.0
Total	200	100.0	100.0	

Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	64	32.0	32.0	32.0
1-5 Years	62	31.0	31.0	63.0
6- 10 years	39	19.5	19.5	82.5
11-15 years	20	10.0	10.0	92.5
16-20 years	12	6.0	6.0	98.5
21- 25 years	1	.5	.5	99.0
More than 30 years	2	1.0	1.0	100.0
Total	200	100.0	100.0	

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RELIABILITY ANALYSIS

Job Turnover Intention

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.932	3

Organization Commitments

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.896	8

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Organization Justice

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.905	5

Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.880	9

Perceived Alternative Employment Opportunities

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

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Reliability Statistics

Cronbach's Alpha	N of Items
.968	5

Person-Organization Fit

Case Processing Summary

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.927	10

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PEARSON CORRELATION COEFFICIENT ANALYSIS

Correlations

		JTI	OC	OJ	JS	PAEO	POF
JTI	Pearson Correlation	1	-.958**	-.859**	-.853**	.924**	-.912**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	200	200	200	200	200	200
OC	Pearson Correlation	-.958**	1	.921**	.884**	-.979**	.942**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	200	200	200	200	200	200
OJ	Pearson Correlation	-.859**	.921**	1	.872**	-.905**	.876**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	200	200	200	200	200	200
JS	Pearson Correlation	-.853**	.884**	.872**	1	-.893**	.818**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	200	200	200	200	200	200
PAEO	Pearson Correlation	.924**	-.979**	-.905**	-.893**	1	-.939**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	200	200	200	200	200	200
POF	Pearson Correlation	-.912**	.942**	.876**	.818**	-.939**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	200	200	200	200	200	200

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

MULTIPLE REGRESSION ANALYSIS

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POF, JS, OJ, PAEO, OC ^b	.	Enter

a. Dependent Variable: JTI

b. All requested variables entered.

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966 ^a	.934	.932	.30297

a. Predictors: (Constant), POF, JS, OJ, PAEO, OC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	251.637	5	50.327	548.292	.000 ^b
	Residual	17.807	194	.092		
	Total	269.444	199			

a. Dependent Variable: JTI

b. Predictors: (Constant), POF, JS, OJ, PAEO, OC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.437	.672		15.523	.000		
	OC	-1.730	.133	-1.355	-13.006	.000	.031	31.871
	OJ	.253	.060	.214	4.255	.000	.134	7.449
	JS	-.225	.059	-.168	-3.785	.000	.173	5.796
	PAEO	-.482	.089	-.540	-5.405	.000	.034	29.294
	POF	-.228	.069	-.192	-3.300	.001	.101	9.901

a. Dependent Variable: JTI