THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT, JOB SATISFACTION, LEADER-MEMBER EXCHANGE (LMX) AND WORK-LIFE BALANCE ON EMPLOYEE'S TURNOVER INTENTION IN MANUFACTURING INDUSTRY, MALAYSIA

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DECLARATION

We hereby declare that:

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

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

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

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DEDICATION

This dissertation is dedicated to:

Our supervisor,

.Ms. Khairunnisa binti Ishak

For guide us throughout the completion of this research study.

Tertiary educational institution,

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For giving us the opportunity to conduct this research project.

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LIST OF ABBREVIATIONS

AC	Affective Commitment
CC	Continuance Commitment
DOSM	Department of Statistics Malaysia
DV	Dependent Variable
GDP	Gross Domestic Product
H_0	Null Hypothesis
H_1	Alternative Hypothesis
HR	Human Resource
IV	Independent Variables
JS	Job Satisfaction
LMX	Leader-Member Exchange
NC	Normative Commitment
POS	Perceived Organizational Support
SAS	Statistical Analysis System
SD	Standard Deviation (σ)
SHRM	Society of Human Resource Management
TI	Turnover Intention
USM	Universiti Sains Malaysia

UTAR	Universiti Tunku Abdul Rahman
WLB	Work-life Balance

PREFACE

In this research project, researchers would like to examine the impact of perceived organizational support (POS), job satisfaction, leader-member exchange (LMX) and work-life balance on employee's turnover intention (TI) in manufacturing industry, Malaysia. Employees are important and act as the backbone of an organization to carry out the daily operation. In order to sustain in the competitive market, organizations must realize and understand the factors that have large impact on employee's turnover intention in order to retain the skilled and talent employees.

This research project is conducted as the turnover rate has increased nowadays compared to the past. Problem of turnover is a big concern to manufacturing industry no matter in Malaysia or other Asian countries. Therefore, this research project can assist the organizations in manufacturing industry to understand the impact and relationship between some factors and employee's turnover intention.

In this research project, researchers outline more in depth and detailed information about the impact of POS, job satisfaction, LMX and work-life balance on employee's turnover intention. These four variables play the critical roles in influencing the employee's turnover intention.

ABSTRACT

Research found that organizations in manufacturing industry faced a high level of turnover rate. Consequently, this will affect the performance and productivity of an organization when its employees have the turnover intention in their minds. In this research project, researchers focus on identify the significant relationship between the perceived organizational support (POS), job satisfaction, leader-member exchange (LMX), work-life balance and employee's turnover intention. This will reduce the turnover rate and improve the performance of an organization in manufacturing industry. The employees who are working in the organizations of manufacturing industry are the target respondents in this research study. The information and data that collected from the target respondents were recorded and analyzed through Statistical Analysis System (SAS). The result is important to organizations in manufacturing industry to reduce the turnover intention of their employees.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This research intends to investigate the impact of perceived organizational support (POS), job satisfaction (JS), leader-member exchange (LMX), and work-life balance (WLB) on employee's turnover intention (TI) in manufacturing industry, Malaysia. This research focuses on whether the POS, JS, LMX, and WLB have its direct effect on employee's TI.

In depth, researchers provide a clear introduction for this research by comprising the background and problem statement of this research, research objective, research questions, chapter layout, hypothesis, study significance, and conclusion in this chapter. Overall, this research will provide a further understanding about the interdependence of POS, JS, LMX, and WLB with employee's TI and this research will contribute a meaningful managerial implication to Malaysia manufacturing industry.

1.1 Research background

One of the reasons clarifies why organizations are able to sustain in this competitive era is because they know the importance of retaining skilled employees. Employees are important assets of an organization that contribute the success of organization and

they can be termed as the life-blood of an organization (Kossivi, Xu, & Kalgora, 2016). Human capital is essential to influence an organization's growth and development. However, there is a great increase in the recent turnover trend which becomes a serious concern to manager (Lim, 2015).

Employee's TI is a process that an employee who takes the material yield form organization has the intention to terminate organization membership (Zhang, 2016). On the other hand, according to Tett and Meyer (1993), TI is a term describes an employee's willingness to seek for other alternatives in other organizations. TI highlighted that employee has intention to leave rather than actual turnover, but there is a consistent correlation between TI and turnover (Arshadi & Shahbazi, 2013). If an employee has an intention to leave organization, the probability that they will leave the organization is high.

Ongori (2007) defined employee turnover as a rotation of workers between jobs, occupations and firms. Employee turnover can be classified into two kinds included: (i) voluntary turnover; and (ii) involuntary turnover (Hongvichit, 2015). Voluntary turnover refers to the condition when employees initiate the turnover request themselves and eventually quit the organization. The quit decision mainly made by the employees including the resignation forms when they are willing to quit and would like to quit. This kind of willingness is called as employee TI (Hongvichit, 2015). Voluntary turnover more refers to the organization does not meet the requirement of employees cause employees to quit the organization in results. On the other hand, involuntary turnover is occurred when an organization gains the initiative to dismiss the unqualified employees who does not meet the requirements of organization. The decision of turnover mainly made by organization including dismiss, fire and other forms (Zhang, 2016). For manager of an organization, involuntary turnover is predictable and controllable, but voluntary turnover is unpredictable in advance.

There are some pros and cons for employee turnover (Zhang, 2016). One of the advantages is to replace the low quality employees with new talented employees and that might bring innovative solution and ideas to the organization (Saeed, Waseem, Sikander, & Rizwan, 2014). On the other hand, high turnover rate of an organization has incurred a high cost to organization and destructive to service delivery (Samuel & Chipunza, 2009). When an employee quits, there must be a new employee that need to be recruited, selected and trained to replace the vacancy. Besides the cost that are associated with the recruitment and training of a new employee, there are also other indirect costs such as an organization tends to lost productivity and suffer customer defection when a productive employee quite the organization. According to Hana and Lucie (2011), employees take the knowledge they have acquired when they leave an organization. The loss of knowledge and skill are a potential threat to an organization's success. Therefore, most of the organization have realized that the importance of reduce the employee turnover rate and interested to understand the causes that lead to the employee's TI in achieving the productivity and performance of organization.

The independent variables (IV) of this research are perceived organizational support (POS), job satisfaction (JS), leader-member exchange (LMX), and work-life balance (WLB). POS is defined as the amount of an employee's perception about the value and welfare that an organization gives and contributes to maintain their partnership (Salehzadeh, Asadi, Khazaei Pool, Reza Ansari, & Haroni, 2014). When employees' perceived organization is less supportive, they will feel low willingness in committing to the organization and turning out with TI (Tumwesigye, 2010). This supported by Islam, Khan, Ungku Ahmad, Ali, Ahmed, and Bowra (2013), suggested that POS influence the employee's TI and employees will become loyal to their organization when they experienced support from their organization.

JS was employees' positive evaluation about their work and its positive effect (Linz, 2003). It was also defined as an employee's attitudes of his or her pay, supervision, benefits, promotion, rewards, coworker, natural of work and so forth (Naderi Anari, 2012). Based on the previous research from Lu, Tu, Li, and Ho (2016), with higher JS, employees are less necessary to look for other job alternatives by leaving the organization. This supported by the study of Ali (2014) that argued about JS is significantly influence the overall wellbeing of employee. However, how far it contributed to the employee's TI was the main purpose of this present study.

Another factor that may cause the employee's TI is LMX. According to Randolph-Seng et al., (2016), LMX referred quality of exchange relationship between supervisor and the employees of an organization. Exchange theory has provided a basis about how an exchange relationship be developed when a leader interact with his/her subordinates. The quality of the exchange relationship is different from one subordinate to one another (Mahsud, Yukl, & Prussia, 2010). Based on M. Abu Elanain (2014), LMX and TI were negatively related. While from another point of view, studies from M. Abu Elanain (2014) showed that LMX and TI have weak and unstable relationship. Therefore, this is a factor that deserves for further research.

Furthermore, WLB is also one of the important organization's challenges. Nowadays, instead of materialistic, employees are more value and emphasis on the freedom work values such as independence from supervision and balance between life and work (Queiri, Fadzilah Wan Yusoff, & Dwaikat, 2015). Employees were seeking for a balance and equilibrium between work and their personal life style with minimum conflict of both roles (Pasamar & Valle Cabrera, 2013). From the employee's perspective, WLB is one of the factors that help them to decide to remain with a particular organization (Sheppard, 2016).

Study of employee in manufacturing industry is vital since this industry is viewed as "engine of growth" for Malaysian economy in term of its contribution to total export, total employment and Gross Domestic Product (GDP). According to Zainuddin, Mad Nor, and Johari (2015), Malaysia manufacturing industry sector has a strong economic growth since 2010 through a large investment in economic activities. According to the study of the Ninth Malaysia Plan, manufacturing sector is targeted to contribute to 82.5% of total export, 29.4% of total employment and 31.8% of GDP (Dogan & Wong, 2010). Petroleum, rubber, electrical and electronic (E&E), chemical, plastic and non-metallic mineral products are contributed significantly to the sales value of Malaysia ("Malaysia's manufacturing sector continues to grow - Business News | The Star Online", 2017).

However, as the working environment in manufacturing industry is quite hazardous, it is indispensable that the employees who are working in manufacturing industry will quit and leave the organization if they are not happy (Hooi, 2016). While at the same time, a survey from Jobstreet has showed that Malaysia is ranked as the front second unhappiest workforce among six Southeast Asian countries. Therefore, the probability that the employees in manufacturing industry have the higher TI is high especially in Malaysia. Thus, in order to sustain the contribution of manufacturing sector to Malaysian economy, preventing and understanding the factors that will affect the TI of employee in this industry is essential. In this study, researchers have focused on the factors that have impact on the employee's TI which are POS, JS, LMX and WLB in manufacturing industry, Malaysia.

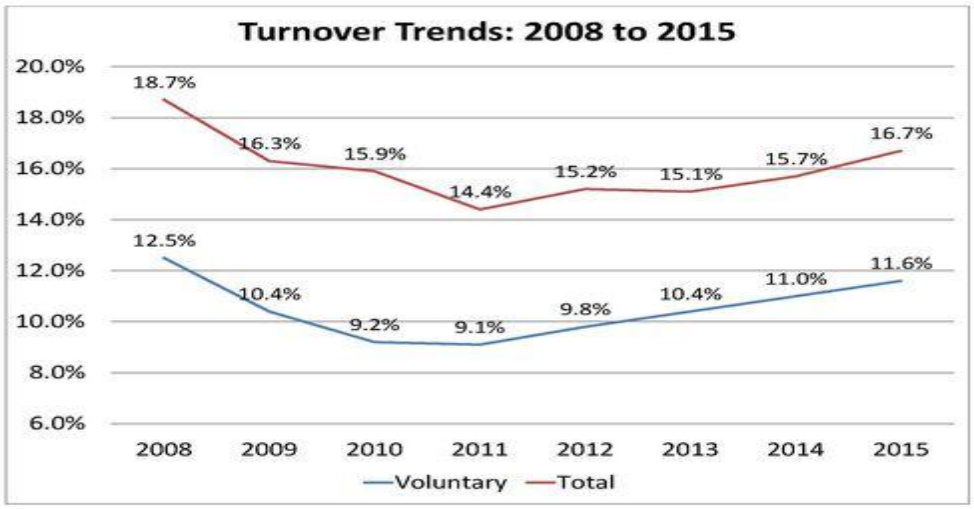
1.2 Problem Statement

Turnover makes organization into trouble persistently, especially in the world of tough competition. Through the meta-analysis from Park and Shaw (2013) has showed that the turnover rate and performance of an organization are negatively and significantly related. Moreover, it is found when the organization's turnover rate rises, the workforce and financial performance of the organization are at risk. A study from Society of Human Resource Management (SHRM) has discovered that direct employee replacement costs reached around 50% to 60% of employee's annual salary (Neese, 2016). In this current highly globalized market environment that full of intense competition forces, the high employee turnover costs are expected to reduce and weaken the competitiveness of organization (Choi, Lee, Wan Khairuzzaman, & Ahmad Jusoh, 2012). The turnover cost was categorized through the study of Hinkin and Tracey (2000) into five categories which were cost for separation, hiring, recruiting and attracting, selection, and lost productivity. As a result of employee turnover, organizations have to relocate their budget that planned to use in developing their business into hiring activities.

Furthermore, the other consequences of high employee turnover rate are increased of workload for remaining employees, the loss of knowledge, threatening quality and increase the time spent on recruitment and re-skilling as well as training development activities for new employees. When an employee quits from work, the present employees are required to fill the gap until the position is replaced by a new employee. This situation leads to the low employee performance since the daily works of present employees are disrupted (Mabindisa, 2013). Thus, organization wishes to retain talented and competent employee for the effectiveness of the organization (Yamazakia & Petchdee, 2015).

Nowadays, the problem of turnover is not only exclusive to Asian countries and this is a critical global phenomenon. Based on BenchmarkPro Survey with over 28,000 organizations that conducted by CompData, the turnover rate of employee in US area was increasing from year 2008 to year 2015 (Bares, 2016).

Figure 1.1: The Turnover Rate in US from 2008 to 2015 that Reported by Compdata Survey- BenchmarkPro



Source: Bares, A. (2016). *2015 Turnover Rates by Industry*. *Compensation Force*

The median turnover cost per employee that reported in the XpertHR Benchmarking research for year 2012 is increased by double from previous year which recorded as £329.71 in year 2011 (Carty, 2013). Furthermore, among Asian countries, China also faced the turnover problem especially in manufacturing industry with the highest turnover rate 20.9% in year 2015 (Xu, 2015).

The turnover problem is also one of the big concerns to Malaysia. According to the survey of Aon Hewitt TCM 2015 in Malaysia, Malaysia was recorded as the country

with 2nd front involuntary turnover rate and 3rd front voluntary turnover rate with respective at 6.0% and 9.5% in 2015 within Southeast Asia zone (Jayaram, 2015). This can be supported by the statistic from Tower Watson (2013) which showed that the employee's turnover rate is increased from approximately 12% in 2012 to 13% in year 2013 in general industry. While among the various industry in Malaysia, manufacturing, conglomerates and financial services industry are the crucial sector that experienced high employee turnover in year 2013 with manufacturing industry experienced 24% of employee churn, BPO at 19%, conglomerates at 14% and financial services at 13.3% (Salary to increase for Malaysians in 2014, 2013).

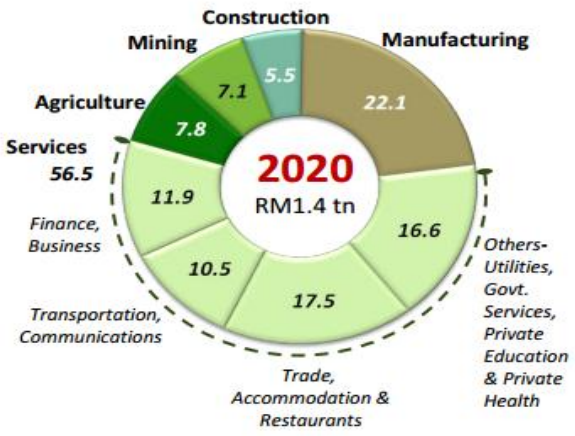
There are higher vacancies available in manufacturing industry compared to other industries (Dogan & Wong, 2010). Based on the report from Monroe Consulting Group who was an international executive search organization, Malaysia suffers from some employment problems consist of high demand of skilled employees and shortage of talent in year 2015 (Monroe Consulting Group, 2015). With the high employment opportunities in this industry, manufacturing companies should retain the high quality and talented employees and pull down turnover rate to remain competitiveness in the industry (Zainuddin, Mad Nor, & Johari, 2015). If an organization does not put the effort in keeping the valuable employees rather than losing them to other organization, this will indirectly assist the competitors to gain competitive advantage (Ampomah & Cudjor, 2015).

Shortage of talents was incurred because of "brain drain" and some ethnic preferences when an organization considers and chooses which candidates to recruit. This report also mentioned that the scarcity of talent mostly happened in services and manufacturing sector in Malaysia. Therefore, there are greater turnover rate as a result of the increased competition among the leading organizations for talents and employees seek to cash in on the demand by leaving their organization.

Manufacturing industry is the crucial contributor for Malaysia's economy and is viewed as the "engine of growth" which in term of its contribution to the GDP rate, total employment and total exports (Dogan & Wong, 2010). According to the Eleventh Malaysia Plan 2016-2020, manufacturing sector has been promising to achieve positively in both GDP and exports. Manufacturing sector is expected to contribute around 22.1% of total revenue RM 1,417 billion and it is estimated to achieve a target growth of 5.1 % per annum as shown in Table 1.2. Moreover, manufacturing sector also has been expected to contribute around 2.8 million job opportunities.

Figure 1.2: Statistic of Target Growth of GDP (2016-2020). Economic Planning Unit, Prime Minister's Department, Malaysia. (2017)

Sector/ % p.a.	10MP, 2011-2015	11MP, 2016-2020
	Achievement	Target
Agriculture	2.4	3.5
Mining	0.9	1.3
Construction	11.1	10.3
Manufacturing	4.8	5.1
Services	6.3	6.9
GDP	5.3	5.0-6.0



Source: Economic Planning Unit, Prime Minister's Department, Malaysia. (2017)

Thus, in order to sustain the industry's contribution to Malaysia economy, retention of talent employees is indispensable. The management of organization have to focus on investigate TI aspect as this is the best predictor and indicator for actual voluntary turnover (Zainuddin, Mad Nor, & Johari, 2015). According to Abd Aziz, Ramli, MatYunus, Abd Wahid, and Ishak (2016), the stronger the desire of employees to

engage in TI, the more likely the occurrence of the turnover. However, the factors of employee turnover are complex and multiple and still poorly understanding by management of organization.

Based on Bhatti, Islam, Mirza, and Ali (2015), most of researches are focused on identifying the factors of turnover such as working hour and stress. However, LMX and JS are less examined for TI, and the consequences of LMX to TI considered ambiguous. Moreover, according to the Aon Hewitt TCM 2015 survey in Malaysia, WLB was the top three which it was correlated with the voluntary turnover and factor of retention (Jayaram, 2015). For POS, there are several turnover models that suggest its relationship with turnover, yet the relationship has less specified and received less attention (Madden, Mathias, & Madden, 2015).

The relevant issues and statistics have found to prove the importance of examining POS, JS, LMX, and WLB towards employee's TI were shown as below:

I. POS

Ang (2016) mentioned 72% of Malaysia employers knew the importance of management support and benefits. However, 70% of Human Resource (HR) teams in Malaysia revealed the challenge was encountered in defining benefits strategy to hit the employee's desires because of the only limited decision power granted from management. There is no defined strategy from management for HR teams to monitor the benefit programmes effectively. Since in the Jobstreet's Survey, 71% of worker was disappointed by poor quality of leadership and management ("More Malaysians Dissatisfied at Work", 2015).

II. JS

From the Jobstreet's survey, Malaysia is ranked as the front second unhappiest workforce among six Southeast Asia Countries (Hicks, 2016). Malaysian workers tend to keep silence when feel dissatisfaction with work conditions (Lopez, 2015). Employees will quit and leave the organization if they are not happy (Hooi, 2016). From Jobstreet's survey, 74% of dissatisfied workers contains 57% of them intend to leave the organization within one year ("More Malaysians Dissatisfied at Work", 2015); 32% of unhappy workers intend to leave in next three years. Malaysians are emphasized on the well-being perceived in workplace and feel satisfied for the receiving (Boo, 2014). Ang (2016) said benefits are important to boost the JS, appreciation, employee retention, and act as value-added tool for total rewards strategy.

III. LMX

According to Jobstreet's survey, poor relationship with immediate supervisor is one of the main reasons that will initiate employee to leave the company and seek for another company whichever they think they can receive better treatment ("Malaysians are Not Happy at Work", 2012). Poor relationship between supervisor and employee indicated low LMX relationship (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). When low quality LMX relationship took place, employees perceived less job responsibility and tended to withhold the self-contribution. Supervisor will also access the employee's capability in performing the job tasks at lower level. Since Malaysia is third highest employee's voluntary turnover country, relationship with supervisor is one of the keys to retain the employees (Aziz, 2017).

IV. WLB

Fail to achieve WLB and stressful work tasks will result in employee's intention to leave. Based on Regus's latest online survey (global workplace provider), there is seventy percentage portion of Malaysian workers are more involved in illnesses whichever related to stress ("'Working To Death': Recent Study Shows More Malaysians Getting Stress-Related Illnesses", 2015). A report covered ninety-five countries and twenty thousand senior executive and business owners found that forty-eight percent of the Malaysian workers felt increased stress levels and forty-two percent of them said work worries caused loss of sleep quality. It could be a question mark that requires further studies as to whether Malaysian manufacturing workers value and concern their WLB. It was ambiguous that the workers will stay or turnover if the imbalance happened between work and personal life. Since the manufacturing industry is the top industry that go for automation and employees have the high probability to lose their job as a result of automation ("Factory workers need to worry about automation more than techies", 2017). Thus, the reason for staying might be because of the industry automation.

POS, JS, LMX, and WLB have its independence researches towards employee's TI. Different researchers had targeted different industries and there are gradually more variety of industries' employee TI condition were explored by researches, however, manufacturing industry is not the one the most frequent undergone the research of employee's TI by using POS, JS, LMX, and WLB (referring to Table 1.3 in appendix). It believes that information regarding the condition of Malaysia manufacturing employee's TI has not yet be reaped sufficiently. Therefore, this study is interested and focused on manufacturing industry to determine whether POS, JS, LMX and WLB are contributing to TI and in what extent its contribution.

1.3 Research Objectives

1.3.1 General objective

- To identify the factors affects the employee's turnover intention in manufacturing industry in Malaysia.

1.3.2 Specific objectives

- To determine the relationship between perceived organizational support (POS) and employee's turnover intention in manufacturing industry.
- To determine the relationship between job satisfaction and employee's turnover intention in manufacturing industry.
- To determine the relationship between leader-member exchange (LMX) and employee's turnover intention in manufacturing industry.
- To determine the relationship between work-life balance and employee's turnover intention in manufacturing industry.

1.4 Research Questions

1.4.1 General Question

i. What are the factors affects the employee's turnover intention in manufacturing industry in Malaysia?

1.4.2 Specific Questions

i. What is the relationship between perceived organizational support (POS) and employee's turnover intention in manufacturing industry?

ii. What is the relationship between job satisfaction and employee's turnover intention in manufacturing industry?

iii. What is the relationship between leader-member exchange (LMX) and employee's turnover intention in manufacturing industry?

iv. What is the relationship between work-life balance and employee's turnover intention in manufacturing industry?

1.5 Hypotheses of the Study

After reviewing all research questions, we had developed several hypotheses to identify the relationship between IVs and DV.

- H_1: There is a significant relationship between perceived organizational support (POS) and employee's turnover intention.
- H_2: There is a significant relationship between job satisfaction and employee's turnover intention.
- H_3: There is a significant relationship between leader-member exchange (LMX) and employee's turnover intention.
- H_4: There is a significant relationship between work-life balance and employee's turnover intention.
- H_5: The four independent variables (perceived organizational support (POS), job satisfaction, leader-member exchange (LMX) and work-life balance) are significantly explain the variances of employee's turnover intention.

1.6 Significance of Research

This research is important to explore and gain insights of the relationship of POS, JS, LMX, and WLB towards the TI of Malaysia employees in manufacturing industry. Also, in what extent do POS, JS, LMX, and WLB affect the employee's TI. It contributes insight on employee intention for leaving by the individual perceived

support from organizational level, satisfaction towards the job tasks, exchange relationship with supervisor, and WLB in current job.

Turnover invention studies had been conducted in many fields. However, there were limited focuses on these four IVs toward TI especially in Malaysian manufacturing industry. Besides, manufacturing employee turnover issues were discovered and raised globally in these few years. Therefore, this study is needed to explore and understand the impact of the four IVs towards employee's TI and the TI condition in Malaysian manufacturing industry. At the same time, the result from this research study will be useful to raise Malaysian manufacturing managers' awareness upon its employee's TI and better deal with this issue.

This research can assist manufacturing managers in many ways. Understanding of the impacts of POS towards employee's TI enabled the managers to monitor and maintain a good and supportive character for their employees to prevent the loss of valuable human resource. Besides, this study is useful to gain the knowledge of the possible consequences from dissatisfied employees which the final decision is quitting from organization; the importance of establishing good quality of exchange relationship with employees to improve the work performance and their affective mindset of becoming dedicative employees. Furthermore, the employees' perceived of WLB which helped them in reducing the work-related stress and prolonging their working life in manufacturing field.

In conclusion, this study is useful for Malaysian manufacturing industry to determine the aspects that should be taken care of in order to control or reduce the internal employee's turnover issue.

1.7 Chapter Layout

Chapter 1: Introduction

This chapter consists the introduction of the research's chapter introduction, background and objective. It contains an overview about the factors which influence the employee's TI in manufacturing industry. The background of this research will be discussed in the probem statement part. Research objective also will be analyzed and followed by research questions and its hypotheses. Research significant, chapter layout, and conclusion will be discussed afterwards.

Chapter 2: Literature Review

This chapter contain an evaluation report and discussion of the information that found in the literature about this study. This chapter will focus on the review of literature and identify its relevant network of relationship between the variables. Relevant theoretical model, proposed theoretical framework, hypotheses development and conclusion will be identified and discussed.

Chapter 3: Research Methodology

This chapter will describe the method that adopted and the procedures to carry out and implement the research. It highlights the chosen research design and method to gather data. The identified sampling method and sample size will also be clarified in this chapter. Moreover, type of reseach instrument, construct measurement, data processing, and data analysis method will also be specified accordingly.

Chapter 4: Research Results

Consists of analyse and discuss the result based on the data that had been gathered. The data collected from the target population will be analysed through run of SAS. The result will be discussed and related to the hypotheses that have been developed at the previous chapter.

Chapter 5: Discussion and Conclusion

This chapter explains result and key finding comprehensively that found in previous chapters. It also provides a discussion, conclusion, and reviews the research implications. Moreover, some limitation and recommendation will be indicated in this chapter and suggestions will be given for upcoming study.

1.8 Conclusion

This chapter provides a concise research briefing and the background of the employee's TI in manufacturing industry. It is also an introduction of IVs (POS, JS, LMX, and WLB) and the impact of them on DV (employee's TI). In conclusion, this chapter serve as a fundamental for the next chapter by providing a better view in the understanding of the relationship between IVs and DV in manufacturing industry.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

In Chapter two, researchers will review and analyze the relationship between the perceived organizational support (POS), job satisfaction (JS), leader-member exchange (LMX) as well as work-life balance (WLB) with employee's turnover intention (TI) in manufacturing industry. First, researchers will do a review of literature which is a review of definition for each variable. Then, researchers will review the theoretical conceptual framework and establish a proposed conceptual framework to illustrate the relationship among the four IVs and DV. After that, researchers will develop the hypotheses before proceed to Chapter three.

2.1 Review of the Literature

2.1.1 Turnover Intention (TI)

According to DeTienne, Agle, Phillips, and Ingerson (2012), they stated that employee's TI can simply determine as whether an employee had the aim to self-terminate of his or her employment. Another explanation of intention to leave was the intention of individual to quit the organization voluntarily (Jeswani & Dave, 2012). Besides, TI can be referred as a favorable predictor of actual turnover, so organization can make it as an essential to identify and

understand the origin behind the intention to turnover as well as know how to control or lower it (Tuzun & Kalemci, 2012).

Furthermore, Alniaçik, Alniaçik, Erat, and Akçin (2013) referred TI as the planning of employees to leave their workplace. In addition, TI was also considered as the intention of someone to quit their organization willingly (Jehanzeb, Rasheed, & Rasheed, 2013). The crucial section before the real turnover happen can also be referred as TI (Suleiman AlBattat & Mat Som, 2013). Moreover, TI in the organization can be defined as a complex phenomenon which affected by different factors such as experience, compensation, gender, age, tenure, designation of employees, and so forth (Kaur, Mohindru, & Pankaj, 2013). On the other hand, based on the research of Hassan (2014), unfulfilled expectations may lead to the TI of employees which caused them to quit finally.

According to the research of Yamazakia and Petchdee (2015), TI was not just expected as a significant determinant of turnover but also provided the important message for management in order to control the avoidance behavior of employees. For instance, an employee will become low productivity and inefficiency in his or her job when he or she was under highly TI (Balogun, Adetula, & Olowodunoye, 2013). Apart from this, TI can also be referred as the decision of someone to quit the present job (Ahmed & Nawaz, 2015). TI was also used as a measure of the cognition turnover before actual leave or quit of the employees from the organization (Harhara, Singh, & Hussain, 2015).

When someone wished to quit the organization and seek a new job alternative, this condition can also be defined as the TI (Suarthana & Riana, 2016). TI was

often be discussed as a simple binary variable which was either intend to leave or stay the organization or in detail, it can be explained as a binary and nominal outcome in the consideration of intention to remain in organization, or another one for leave to other federal agency or federal government to find other works and to retire (Kim & Fernandez, 2017). Additionally, Saraih, Aris, Sakdan, and Ahmad (2017) determined that the TI from whichever organization can be explained as an employee's attempt to change to another organization that can suit their demand.

TI can be affected by various factors. One of the factors that the employees have the intention to leave their current organization is because the organization cannot fulfill their expectation compare to what the new organization can offer them. On the other hand, TI also is the important predictor of turnover of employees. Thus, employers are able to know how to retain their employees through identifying the intention of turnover. If the employees reduce their productivity and efficiency in their current organization, it means that the probability for them to turnover to the other organizations is quite high.

2.1.2 Perceived Organizational Support (POS)

POS was a key predictor of TI by focusing on the concept of POS (Maertz, Griffeth, Campbell, & Allen, 2007). According to Ahmed, Nawaz, Ali, and Islam (2015) had conducted a meta-analysis on POS in examining its relationship with the others variables and it influenced over different types of organizations. The results of the meta-analysis showed that there was an

evidence to support on the strong association between POS and TI, especially in the manufacturing and services organization.

Eisenberger, Huntinghon, Hutchison, and Sowa (1986) had defined POS as an overall degree that an employee believed their contribution and well-being will be valued and concerned by their organization. Employees' obligation on organization's welfare will be raised through enhancing in POS and helped to achieve the organization's objectives based on the norm of reciprocity (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

The innermost feelings of the employees towards the organization's care and emphasis were reflected by the employees' level of POS (Chiang & Hsieh, 2012). When the organization was willing to lend their hand to help, the employees may feel being cared, recognized, and respected that drove them to high cooperation, identification, an increase in appreciation, performance and reciprocity among workers. Furthermore, an appropriate reaction to employee's mistake, performance and recommendation was a better approach to communicate with them (Mitchell, Gagné, Beaudry, & Dyer, 2012). Highly POS suggested that increase performance, effort and rewards were well noted, while low POS meant that the relationship between the employees and the organization was dissatisfied because their performance and effort were poorly compensated (Epitropaki & Martin, 2013). In addition, it showed the commitment of employees, with more effort being made by the employee to assist the organization (Salehzadeh, Asadi, Pool, Ansari, & Haroni, 2014).

Organizational support theory stated that employee were at common perception care to the extent on how their work organization attached much concerns employee's well-beings and dedication (Eisenberger et al., 1986;

Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2015). In social exchange progress between employees and employer, organizational support can reach its maximum beneficial influence for involved parties. Dawley, Houghton, and Bucklew (2010) mentioned organization will have expectation to employees in their work performance such as increment in their effort level, contribution, and staying intention in exchange for giving wages, benefits, and work recognition.

The POS construct shown that POS was positively related to positive outcomes (Baran, Shanock, & Miller, 2012; Kurtessis et al., 2015; Rhoades & Eisenberger, 2002). According to Kurtessis et al., (2015), POS outcomes can be categorized in three categories. There were good attitudes toward organization and work, beneficial behavioral outcomes and employees' well-being. The obligation among employees to care about organizational well-being and help the organization to reach the goals, it can explain the POS leaded to employees' attitudes and behaviors (Eisenberger et al., 1986). Based on Baran et al., (2012), rewards can be given to employees in reciprocal term to boost their efforts and contribution in organization. Also, POS can fulfill employee's socio-emotional needs in the organization and motivate employees' positive attitudes and behaviors. A socio-emotional need contributed to a self-enhancement that will lead to positive attitudes and greater employees' well-being (Kurtessis et al., 2015).

As noted by Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002), job rewards tended to contribute more on POS if organization implemented it in proactive and voluntary basis. A strong sense of organization's belongingness can be produced though need fulfillments in term of membership incorporation and role status which affect employee's social identity. Performance-reward expectancies was used in strengthening

the beliefs of employees that the organization recognized willingly and followed by prompt rewards for employee's increased performance which may lead to some favorable outcomes like enhanced satisfaction on job, delightful mood, advancement in affective commitment to reduce TI (Nasrin Arshadi, 2011).

HR practices played an important character in the development of individual POS. When the employees did not feel the organization which encouraged participation in decision making were open to receive opinions and likely to act on it, the employees may unlikely to feel a truly participation offered by the organization (Allen, Shore, & Griffeth, 2003). Supportive HRM practices served as a discretionary treatment of the organization in benefiting the employees and cared about the employees' well-being and therefore leaded to subsequent rewards which may result in enhance employees' judgment about organizational support through such positive valuation (Mohd Nasurdin, Hemdi, & Lye, 2008).

The POS is important to be fostered on employee in order to gain better work performance and meet with employee's social-emotional needs. Organizational support theory is the fundamental theory for POS concept. The theory can drive for optimal influences under social exchange progress in reciprocal manner to produce positive results and staying intention. A great POS is related to positive behavioral outcomes and employees well-beings. Voluntary job rewards given by organization also able to stimulate high POS. Whereas, HR practices of discretionary treatment on reward has enhanced the employee's judgment on organizational support.

2.1.3 Job Satisfaction (JS)

According to Alkahtani (2015), the researcher stated that JS had been served as an antecedent to TI in many studies. A meta-analysis had been conducted by Griffeth, Hom, and Gaertner (2000) indicated that the highest relationship had been displayed between JS and TI among various job attitudes in whole picture. Even though JS was a topic that used widely in research about work attitudes, but there was a different results and concept concluded by researchers who had done in examining JS.

Hochwarter, Perrewe´, Ferris, and Brymer (1999) defined JS as an attitude which constitute of both contextual variables and some individuals' inherent factors that used to measure the satisfaction of employees by looking for how an organization can satisfy employee's needs and their expectation favorably. According to Lim (2008), the researcher stated that JS was significant with regard to personal well-being and organizational effectiveness. While from a different view point, Shah and Jumani (2015) explained JS as an individual's ultimate feeling towards the task performance which referred to the degree of work that met the basic people's needs, consistent with people's expectation and values, and felt satisfied when working.

Bushra, Usman, and Naveed (2011) defined JS as one's emotional responses regarding his or her job or workplace in which emerged from the employees' job experience. Likewise, according to Ogungbeni and Ogungbo (2013), JS had been defined as an individual's feeling towards their jobs and in different job aspects. JS referred a pleasure situation that the employees felt from their

work, or an employees' emotional and positive state as a result of his or her job and performance appraisal (Shaikh, Bhutto, & Maitlo, 2012).

According to Pacheco and Webber (2016), JS had been viewed as a function that reflected a perceived relationship between what an employee wished to gain from his or her job and what his or her job offered can meet the perception of the employee. Dartey-Baah and Ampofo (2016) viewed JS as a fundamental for an organization to raise employees' appreciation. According to Alonderiene and Majauskaite (2016), the researchers defined JS as a set of one's feelings, attitudes or emotions toward their working place. Chinomona (2016) indicated the degree of JS to which individuals love or anger regarding to their jobs and the extent to which their feeling about different aspects of their jobs positively or negatively.

Besides, JS was considered a strong predictor of labor market behavior which comprised leave from job in future, absenteeism and productivity of work (Ferrer-i-Carbonell, 2013). There were various factors that can be used in measuring the degree of satisfaction such as scale of pay, attitude of employer, task identity, job security, working environment, motivation and skill variety (Bushra, 2012). JS can regulate an employee's mind peacefully and foster relaxation that may result in more enthusiasm and increase innovation in work (Malik, Wan, Dar, Akbar, & Naseem, 2014).

According to Raziq and Maulabakhsh (2015), the researchers found that Herzberg Two Factor Theory was a motivational model for JS which divided job-related factors into two classes included: (i) motivation or intrinsic factors; and (ii) hygiene or extrinsic factors. Intrinsic factors can be measured by personality, values, advancement, recognition while extrinsic factors was

measured by salary, physical working conditions, hours of working, security of job, work group, work itself, supervision, and so forth (George & K.A., 2015). In the presence of motivation factors, the organization may give the employees a sense of feelings about they were being respected by the organization and their value inside the organization which may raise the internal happiness of the employees and result in satisfaction (Dartey-Baah & Amoako, 2011). The presence of hygiene factors was also very important even though it caused only external happiness of the employees. In other words, according to each individual's believes needs, values and desires, the importance of both motivation and hygiene factors may vary from one person to another (Atef, Leithy, & Al-Kalyoubi, 2017). JS viewed as a key factor that motivated employee to continuously perform their job adequately and effectively (OyovweTinuoye, Omeluzor, & Akpojotor, 2016).

Physical environment and repetitive nature of the tasks also can affect the employees' JS if they deemed that these kinds of attributes may influence their satisfaction of the tasks (Appelbaum, Carrière, Abi Chaker, Benmoussa, Elghawanmeh, & Shash, 2009). According to Bakotić and Babić (2013), the researchers found that working condition was a critical factor for JS as the employees who were working under difficult working condition may feel dissatisfied. Besides, another study had been conducted by the researchers in telecom sector indicated that other variables like work overload, salary, stress and family conflict due to job may lead to employee's dissatisfaction which finally resulted in turnover (Tariq, Ramzan, & Riaz, 2013).

So, JS might be viewed as an overall measure of perceived job quality that generated from the consideration of an individual towards all aspects that related to monetary or non-monetary of the job (Di Paolo, 2016).

JS is vital in studying the employees' feelings, attitudes and emotions towards their job and workplace and it plays an important role as a key predictor to the study of TI. Different employees have different needs and expectations. By fulfilling the basic needs of the employees, employees feel more satisfied with their current job, be motivated to increase their enthusiasm and productivity during performing their job. Particularly, the employees' decision in either staying or leaving their organization depends on how much their needs and expectations are being fulfilled and cared by the organization.

2.1.4 Leader- Member Exchange (LMX)

LMX was considered an important indicator to TI since the research of Dulebohn, Bommer, Liden, Brouer, and Ferris (2012) stated that there were two prior meta-analyses done on LMX and found significant relationship between LMX and behavior consequences of turnover like TI since 1990s. LMX theory was deemed to be relationship-based approach to leadership which is leader-follower dyadic relationship focus (Graen & Uhl-Bien, 1995; Sparrowe & Liden, 1997; Wayne, Shore, Bommer, & Tetrick, 2002). The main focus was on the antecedents and outcomes that came from different levels of individual LMX (Dulebohn et al., 2012). The quality of LMX was examined from the group of antecedents. Leader will have separate interactions with follower that determine the relationship between the parties.

LMX processes were conceptualized into levels: dyadic-level concept, individual within-team level concept, and team level concept (Paik, 2016).

Dyadic-level concept referred to LMX similarity between the co-workers who worked for same leader (Zagenczyk, Purvis, Shoss, Scott, & Cruz, 2013). When the co-workers worked under same leader, it was discovered that the treatment from same leader was differed from others, either in more favorable or unfavorable; the LMX similarity will decline for the dyad. Second, individual within-team level concept was said to be relative leader-member exchange (RLMX) and used to examine the difference between the individual's LMX score with work group's LMX mean score (Li, Feng, Liu, & Cheng, 2014). Worker will conduct social comparisons as using other worker's exchange relationship as reference point to evaluate self-exchange relationship with the leader. LMX relational separation (LMXRS) examined how uniqueness of particular individual LMX scored from other members (Harris, Li, & Kirkman, 2014). Third, team level concept of LMX process can be expressed through LMX disparity (LMXD), which was used to understand the influence of LMX differentiation towards group-level outcomes (Herdman, Yang, & Arthur, 2014).

Studies of LMX differentiation shifted from individual level to group level differentiation (Lee, Chae, & Shin, 2016). LMX differentiation was initially being done to improve the effectiveness since it was very difficult for a leader to establish superior quality LMX relationship to all members. There were individual differences that caused the LMX differentiation (Blanc & González-Romá, 2012). If the member perceived the differences in term of loyalty, efforts, and task performance between peers, however, the leader did not perform differentiation, it will lead to members' disappointment. LMX differentiation can cause different influences to employee's task performance, but the negative emotions created by the differentiation can affect the contextual performance than task performance (Yuan, Xiao, Li, Chen, & Ning, 2016). For instance, the contextual performance can be affected by low LMX members' in term of jealousy and unfairness perceived. Researchers

reinforced the importance of creating harmonious working atmosphere rather than emphasized on social comparison that pushed the differentiated relationship between individuals.

Studies for LMX quality were important for employee psychological health (Karanika-Murray, Bartholomew, Williams, & Cox, 2015). Graen and Uhl-Bien (1995) said the superior and positive quality of social exchange relationship was eventful to the extent of individual, group, and organizational outcomes. So, the positive leadership behavior behaved by leader will enhance the members' emotions energetically (Kelloway, Weigand, McKee, & Das, 2012). Members held good quality of LMX relationship will go advance on the communal relationship with leader who having the sufficient communication with them because they perceived they were in in-group (Kim & Park, 2015).

As LMX is vital to study the TI of member, its qualities and levels initiated by leader towards the targeted member are able to bring differential psychological influences to members. Leader's decision to place different exchange level with each individual member to create social comparisons, the comparisons lower down the LMX similarity, finally leaded to LMX differentiation. Under the conscious supervision on exchange relationship, the psychological differences among members in both individual and in-group level would affect the particular member's thinking and behaviors. Particular member's decision in either staying or leaving rely on the bond connected with leader and perceived treatments during in-group comparison.

2.1.5 Work-life Balance (WLB)

Other than work load and job alternatives, WLB was considered important predictor of TI (Liyanage & Galhena, 2014). Nowadays, WLB was also a popular topic in the organization which was the challenge that had brought by disputing interests in life (Maphanga, 2014). According to the study of Potgieter and Barnard (2010), WLB was originated from the perspective that regarded conflict among the work and roles of family. The perspective consisted of work-family conflict, work-family integration as well as work-life interaction (Oosthuizen & Mostert, 2010).

Work-family conflict referred as the conflict among two roles of individual and consists of role pressure that came from family and work (Greenhaus & Beutell, 1985). According to the research of Peng, Ilies, and Dimotakis (2011), work-family integration was explained as how the individual managed his or her roles between work and family. In addition, work-life interaction can be indicated as the degree to which work and non-work life of individual were integrated, rather than to restrict their work (Halpern & Murphy, 2005).

Furthermore, based on the research of Garg and Rani (2014), WLB was the strategy which applied in the organizations such as covering flexible work arrangement and employee usually will relate with work flexibility as well as decrement in working time. One of the examples of flexible working arrangement was flexi-time which meant that employees allowed to choose the time to start and finish the job, so it can match to their needs of personal (McCarthy, Darcy, & Grady, 2010). The availability of flexible work arrangement can assist employees to achieve balance between their life and

work as well as brought benefit to both of the employees and employer (Emeka, 2014).

In addition, WLB can be referred as the state of self-defined that an individual can manage some responsibilities efficiently which meant that without stress, guilt or regret feeling (Ghalawat & Sukhija, 2012). Stress on the job will affect the employees in non-work matters which created embarrassment in seeking WLB (Shagvaliyeva & Yazdanifard, 2014). Furthermore, Mohamad Idham Md, Nurhikma Mat, Ridzuan Adli, Mohd Mas Rizat Haji Abdul, and Irzan (2014) declared that WLB went hand in hand with work stress. Employees will suggest to their company to set up the WLB when they wanted to reduce the stress they are facing in the company, so they can balance their time between work and life. Thus, a superior WLB strategy can lower the level of stress, dispute and increase the satisfaction of family in an individual as well as improve productivity of the organization (Nayak & Pandey, 2014).

Moreover, WLB can also be justified as how an individual assigned his or her time among the jobs and other activity which included their family, hobby and so forth (Blazovich, Smith, & Smith, 2014). Based on the research of Lyle (2012), when a person can prioritize the responsibility of job and personal to achieve the satisfaction in the entire site of his or her life, it was a concept of WLB. Employees will experience conflict between their work and life area if they distributed more time on their job and lack of time and capability for personal as well as family life (Wu, Rusyidi, Claiborne, & McCarthy, 2013).

Besides, Karthik (2013) determined that WLB as balancing itself on a see-saw which meant that one side regarded work whereas another side regarded

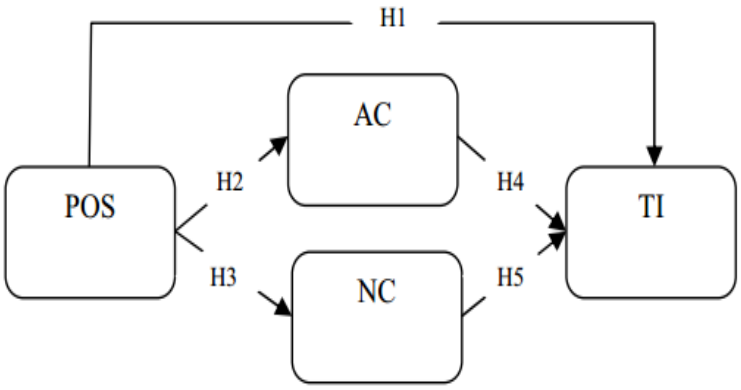
personal life. Additionally, WLB can be determined as a notion which involved proper sequences between work such as career and aspiration as well as lifestyle such as health, family, leisure, and so on (Goyal & Babel, 2015).

WLB is one of the variables that important to the TI of employees. The evolution of WLB can be proven that WLB was critical for organization. Organization can develop the WLB policy to employees, so they can equate or balance their work and personal life. In addition, employees who enjoy the flexible time in their schedule on daily basis, has reduce the stress and conflict that they face in their job. In addition, if the employee can control and balance his or her work in the organization without facing stress related to their job, the particular employee is said to enjoy the WLB.

2.2 Review of Relevant Theoretical Frameworks

2.2.1 Perceived Organizational Support (POS)

Figure 2.1: Model of Perceived Organizational Support (POS), Affective Commitment and Normative Commitment on Turnover Intention



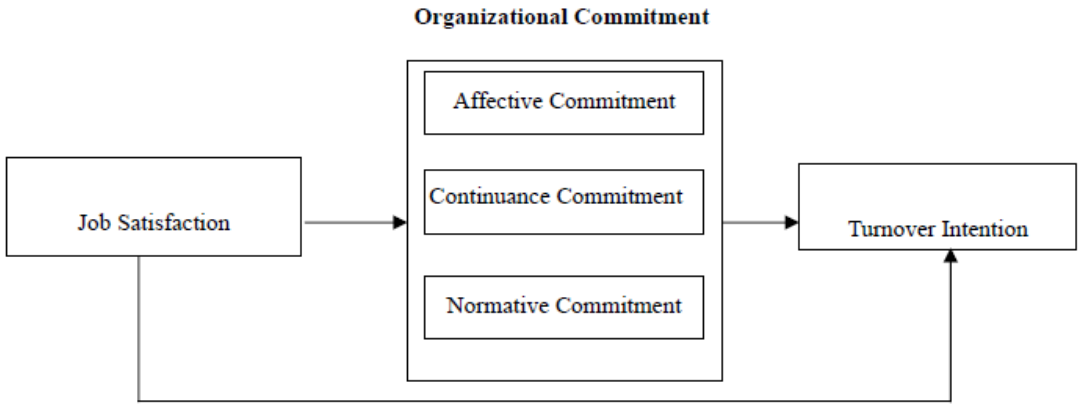
Source: Islam, T., Khan, S., Ungku Ahmad, U., Ali, G., Ahmed, I., & Bowra, Z. (2013). Turnover Intentions: The Influence of Perceived Organizational Support and Organizational Commitment. *Procedia – Social and Behavioral Sciences, 103*, 1238-1242.

The theoretical framework by Islam, Khan, Ahmad, Ali, Ahmed, and Bowra (2013) stated that POS created a significant impact towards TI. When employees felt care from organization, they recompensed it by putting more commitment and reducing their TI in the organization. Firstly, POS was found that the affective commitment (AC) and normative commitment (NC) influenced positively and closely related with employee's TI negatively. When employees felt the support from organization, they recompense it by

showing more commitment and reducing their TI. Second, these both AC and NC were related with employee's intention to leave. The AC and NC performed the mediator role in relationship between POS and employee's TI. To minimize the TI, both of POS and commitment were essential.

2.2.2 Job Satisfaction

Figure 2.2: Model of Job Satisfaction, Affective Commitment, Continuance Commitment and Normative Commitment on Turnover Intention



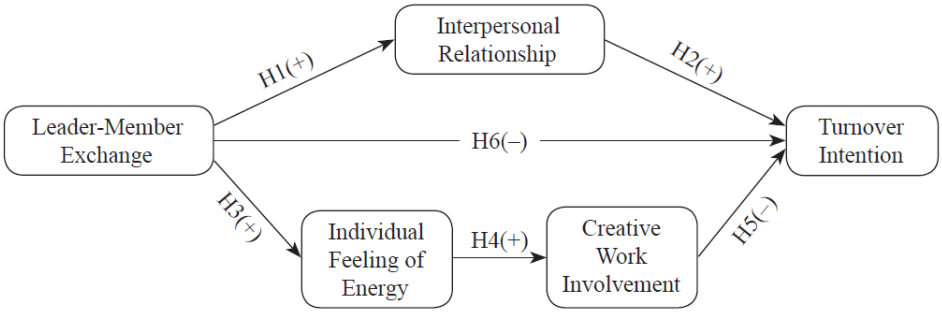
Source: Yücel, I. (2012). Examining the Relationships among Job Satisfaction, Organizational Commitment, and Turnover Intention: An Empirical Study. *International Journal of Business and Management, 7*(20), 44-58.

According to Yücel (2012), the conceptual framework had shown the relationship between JS, organizational commitment, and TI. In the first part of the model, it showed that organization commitment was being impacted by JS.

The finding result from Yücel (2012) suggested that organizations needed to be more aware on employees' organizational commitment and TI that differed in JS levels. Yücel (2012) stated that JS and organizational commitment was positively related as it gave positive impact towards the three approaches of organizational commitment (AC, CC, and NC) had been disclosed while a negative relationship was shown between JS and TI. Therefore, JS considered as the most vital antecedents for organizational commitment and TI in this study.

2.2.3 Leader-Member Exchange (LMX)

Figure 2.3: Model of Leader-Member Exchange, Interpersonal Relationship, Individual Feeling of Energy and Creative Work Involvement on Turnover Intention



Source: Adil, M., & Awais, A. (2016). Effect of Leader-Member Exchange, Interpersonal Relationship, Individual Feeling of Energy and Creative Work Involvement towards Turnover Intention: A Path Analysis using Structural Equation Modeling. *Asian Academy of Management Journal*, *21*(2), 99-133.

The researchers claimed that the LMX can increase or reduce employee's intention to leave in either (Adil & Awais, 2016). If supervisor did not facilitate the relationship with employees, employees felt no supportive guidelines for them, and they will tend to perform work in minimal acceptance level. High quality level of LMX involved higher trust between both parties, support from emotional aspect, and benefits to in-group members. High quality of LMX relationship will be demotivated the employees from leaving the organization. Therefore, the researchers constructed the hypothesis which mentioned the LMX is negatively related with TI.

The sample was drawn from manufacturing industry in Pakistan state. The research result from this group of researchers had proven the significant to predict the TI using the hypothesis. The overall result of structural analysis proved LMX had significant relationship with employee's TI. The researchers emphasized that high quality of LMX relationship was able to eliminate the power distance between supervisor and employees. Employees felt this relationship will be beneficial to them for their career growth, then the employees tended to share their work-related issues and creative ideas since the strong bond with supervisor will allow them to gain the access to the needed resources. Career growth can come from preferences, priorities given, and recommendations. This good circumstance made employees enjoyed staying in the organization.

2.2.4 Work-life Balance

Figure 2.4: Model of Perceived Organizational Support (POS), Job Stress, Work-Life Balance, Available Job Alternatives or Opportunity on Turnover Intention

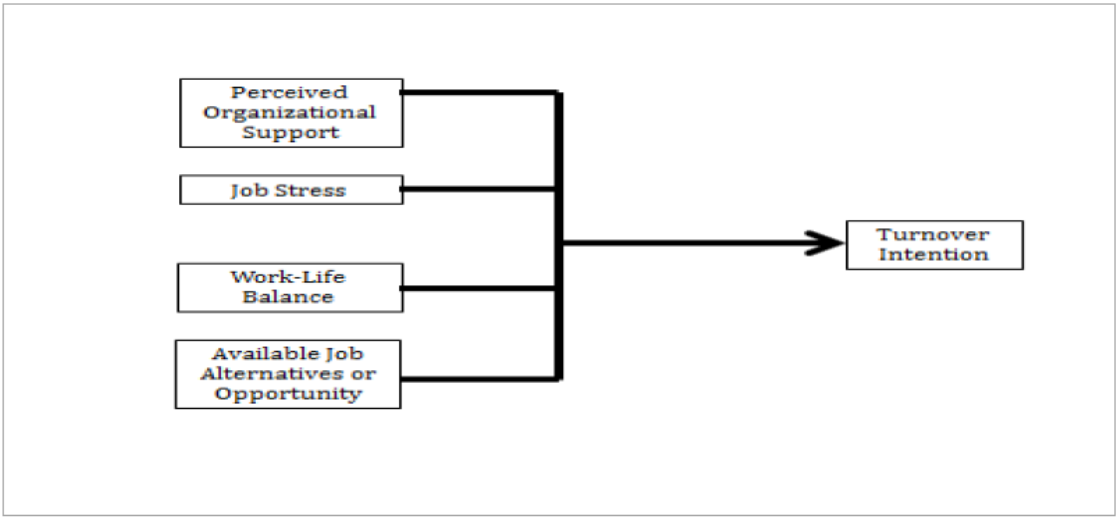


Figure 1:
Proposed Research Model

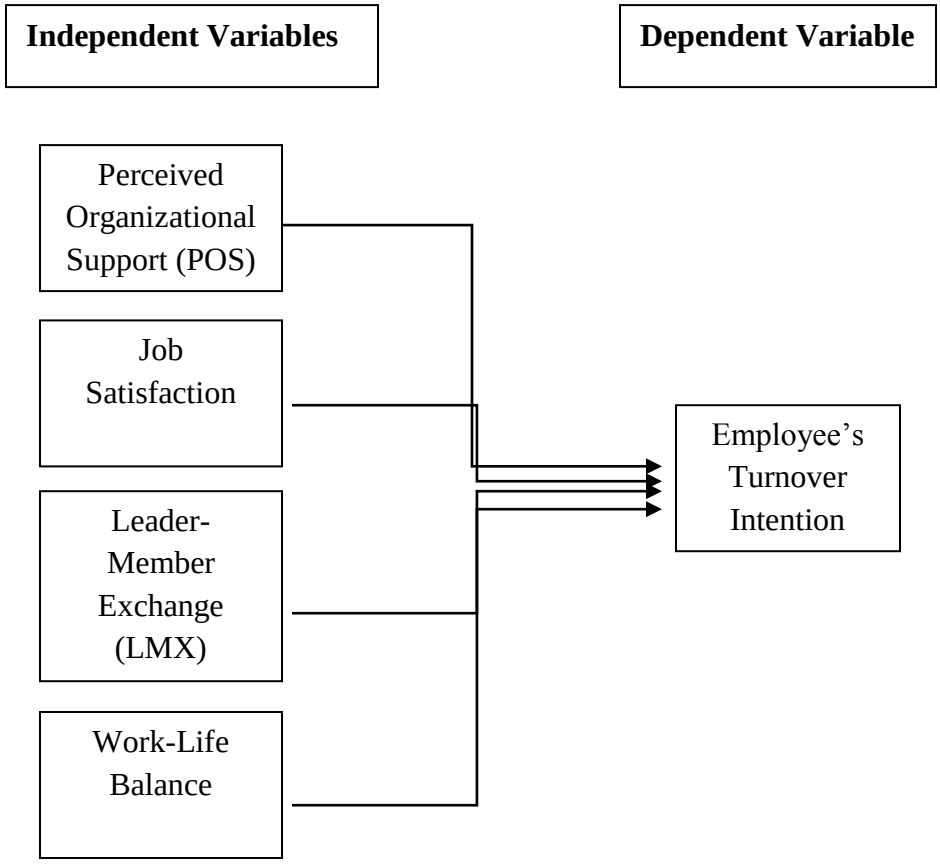
Source: Arshad, H., & Puteh, F. (2015). Determinants of Turnover Intention among Employees. *Journal of Administrative Science*, *12*(2), 1-15.

Based on the research of Arshad and Puteh (2015), there were some of determinants had significant influence on TI. The determinants of this research were included POS, job stress, WLB as well as available job alternatives or opportunity respectively. All the determinants showed significant relationship with TI. There were two strongest positive relationships between Available Job Alternatives or Opportunity, continued by job stress and TI. Thus, it meant the employee's TI will increase when there was higher chance of job alternatives available for employees to develop their career whereas the higher the stress of employees in their job, the higher the level of TI. However, WLB and POS showed negative relationships with

TI. It demonstrated that if employees cannot balance between their work and personal life, it will increase their TI and cause the negative impact on organization. Furthermore, if organization improved WLB, it can improve the productivity and increase the loyalty of employees towards company as well as lower the level of TI (Moore, 2007). On the other hand, if organization did not provided support to their employees, the trend of TI will be influenced.

2.3 Proposed Conceptual Framework

Figure 2.5: Proposed Conceptual Frameworks



Source: Developed for the research

Based on model references, researchers confirmed the four IVs which are POS, JS, LMX and WLB. In this study, a framework was proposed by researchers to study the relationship between the four IVs and employee's TI, and determined the influence of the variables toward employee's TI.

2.4 Hypotheses Development

2.4.1 Relationship between Perceived Organizational Support (POS) and Employee's Turnover Intention

According to Kalidass and Bahron (2015), stated there was a relationship between POS and the employee's TI in the organization. Islam et al., (2013) stated POS had a significant relationship towards TI. When the employees paid high attention on the voluntary support from the organization, they will develop stronger attachment with the organization in order to reciprocate a positive POS, it was reasonable to expect that the more support perceived, the lower the employee's TI (Lee, Chen, Wang, & Dadura, 2010; Loi, Ngo, & Foley, 2006). Besides, employer provided positive POS to their employees, employees will perceive the organization had treated them in a positive way, then employees were be more likely to stay in the organization (Joo, Hahn, & Peterson, 2015). Krishnan and Mary (2012) suggested that POS resulted in lesser TI that triggered from job stress, absenteeism, and individual's obligation for higher quality of job performance.

Hussain and Asif (2012) stated that a great POS stimulate belongingness towards organization which in turn reduced the TI. According to Waardenburg (2016), TI related to organization belongingness depends on these elements, such as the other options available and the characteristics of the organizations. In the other hand, personal belongingness could result in either decrement or increment of the intentions to leave the organization. Employees that had best friends at working place tended to stay longer in the organization due to strong effect of personal belongingness.

POS act as a moderator by creating buffering effect that will affect the relationship between emotional labor and job related outcomes (Brashear, Boles, Bellenger, & Brooks, 2003; Chen et al., 2012). This can be conjectured that when high level of POS was perceived, the negative effects of surface acting on JS and job performance tend to be weakened, while the positive impacts of deep acting on JS and job performance tend to be increased (Hur, Han, Yoo, & Moon, 2015).

POS was having strong and negative relationship towards TI (Ertürk, 2014; Ertürk & Vurgun, 2015). Employees with high organizational support perception will have higher positive attitudes towards their job and as a result their TI declined (Akgunduz & Sanli, 2017). Besides that, employees perceived more supports from the organization will make their work moods more positively, which may lead to more developed positive emotional association with the organization (Lee, Chen, Wang, & Dadura, 2010). When employees perceived the organization's support from the organization, they felt they had the responsibility to show their high willingness to work in the organization (Perryer, Jordan, & Firns, 2010).

However, according to Worku (2015), the researcher found that the relationship between POS and TI is negative, but the relationship was weak and insignificant. POS found to have a negative influence over TI because the employees tended to show their loyalty and changing their intention to leave from the organization when they experienced the support from the organization (Islam et al., 2013). Loi, Ngo, and Foley (2006) had further proposed that the effort-outcome expectancy and willingness of employees in maintaining membership with the organization will be high through the enhancing in POS and it leaded to low employees' TI. The employees will be

less likely to seek and accept job offer in alternative organization when there was high POS (Tuzun & Kalemci, 2012; Eisenberger, Fasolo, & Davis-LaMastro, 1990). According to Hussain and Asif (2012), an employees' belongingness towards the organization was supported by the high level of POS which may result in low TI.

Thus, the following hypothesis was proposed:

H_0: There is no significant relationship between perceived organizational support (POS) and employee's turnover intention.
H_1: There is a significant relationship between perceived organizational support (POS) and employee's turnover intention.

2.4.2 Relationship between Job Satisfaction and Employee's Turnover Intention

According to Roshidi (2014), the researcher stated JS was considered a key variable to predict TI. Another researchers supported JS was an important predictor that reflected how satisfied were the employees towards their current job in measuring turnover (Hancock, Allen, Bosco, McDaniel, & Pierce, 2011; Lee, 2016). Staying or leaving the organization can be affected by JS (Aydogdu & Asikgil, 2011). As the same, low JS may be a symptom that leaded to employee's TI (Huang & Su, 2016). So, JS served as an affective motivation that forced employees to stop thinking about turnover (Direnzo & Greenhaus, 2011; Hom, Mitchell, Lee, & Griffeth, 2012).

In general, TI tended to be low when the employee satisfied with their jobs (Griffeth et al., 2000; Trevor, 2001; Direnzo & Greenhaus, 2011). If the job

was not satisfactory, the personnel were likely to quit from the organization, while if the job was satisfactory as they getting their rewards and being treated fairly, the personnel were unlikely to quit from the organization (Aydogdu & Asikgil, 2011). Employees who often think for job leaving may often compare their current job with others and at the same time evaluate and get the alternatives that can be replaced their current job (Saeed, Waseem, Sikander, & Rizwan, 2014). An employee may leave an organization for some reasons such as perceived unfair treatment from the organization during promotion and mistrust between employees and their employers and colleagues that may lead to employees' frustration and result in employees' TI (Bushra, 2012).

According to Tziner, Ben-David, Oren, and Sharoni (2014), behavioral intention may be reflected by dissatisfaction with the organization. As a concept, it showed a close link between JS and employees' TI towards his or her jobs (Abu Raddaha, Alasad, Albikawi, Batarseh, Realat, Saleh, & Froelicher, 2012). JS had a correlation in negative way with TI and was strongly affect employees' turnover (Ahmad, Shahid, Huma, & Haider, 2012). According to Shah and Jumani (2015), besides significant, the relationship showed strongly between JS and TI. While on the other hand, the research's result of Worku (2015) stated that JS had a negative and weak relationship with TI and the result was not significant. Dissatisfaction in the job will lead to a negative attitudes of an employee towards his or her jobs and positive attitudes of intent to leave an organization (Han & Jekel, 2011). Based on the past research study, it indicated that the employees who were satisfied will be more time-effective at work, and probably minimize their absenteeism that may lead to low TI (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012; Spector, 1994).

In conclusion, according to Balabanova, Efendiev, Ehrnrooth, and Koveshnikov (2016), JS was deemed to be an outstanding sign of the desirability of movement and as a key variable that measured an individual's tendency to stay or quit an organization. A successful organization tended to retain its employees by understanding and capable to satisfy their needs, encourage employees' involvement and engagement all the time which may finally resulted in low TI and leaded the organization to be more productive and efficient (Atef, Leithy, & Al-Kalyoubi, 2017). Therefore, JS of an employee might affect the organization's turnover rate as it was closely linked to TI.

Therefore, the hypotheses were developed as below.

$H_{0:}$ There is no significant relationship between job satisfaction and employee's turnover intention.

$H_{1:}$ There is a significant relationship between job satisfaction and employee's turnover intention.

2.4.3 Relationship between Leader-Member Exchange (LMX) and Employee's Turnover Intention

LMX will influence employees' TI through LMX demonstration to reduce negative work-related attitudes (Ertürk & Vurgun, 2015). As employees will view their supervisor as representative of organization after mutual trust relationship were being developed. It enabled the reduction of employees' unwanted negative emotions such as TI and became more committed to work. LMX enabled employees to be more work-engaged which reduced their intention to leave (Agarwal, Datta, Blake-Beard, & Bhargava, 2012).

Relationship between LMX and employee TI was significant (Liu, Cai, Li, Shi, & Fang, 2013; Ahmed, Wan Ismail, Mohamad Amin, & Ramzan, 2013). LMX is strongly associated with TI (Ertürk & Vurgun, 2015). Since it was two-way relationship exchange, psychological contract can be established for the leader and follower who bonded with high-quality LMX. Employee psychological empowerment can be enriched with high-quality of LMX relationship (Lin, Lin, & Li, 2015; Guo, Gonzales, & Dilley, 2016). Psychological empowerment came with positive result which was able to increase employees' motivation in their work (Chan & Yeung, 2016). Stronger bond between supervisor and employee made up satisfied team with lesser negative effects and produced delightful interaction (Haarhaus, 2017). More fluent flow of information between leader and member and the exchange of information facilitates loyal relations, therefore members reduced their TI (Saeed, Waseem, Sikander, & Rizwan, 2014).

Whether employees were in favor of certain leader's behavior will develop different quality of LMX relationship, differ the outcomes like TI (Dulebohn et al., 2012). Relationship between LMX and employee TI was negatively associated (Saeed et al., 2014; Adil & Awais, 2016; Hwang, Al-Arabiat, Rouibah, & Chung, 2016). In order to have a positive response for supervisors who engaged with quality LMX, employees reduced their intention of resigning (Ertürk, 2014).

However, M. Abu Elanain (2014) said LMX and TI's relationship was weak and unstable. Ertürk (2014) research results mentioned the relationship between the LMX and TI was weak and insignificant. Leader trust established from LMX relationship might have weaker influence on collectivism cultures than individualistic cultures (Rockstuhl, Dulebohn, Ang, & Shore, 2012). Impact of LMX to TI can be possibly weaker in company culture that focused

on group work than individual work. Malaysia was considered to have high collectivism culture and Malaysians preferred working under group and emphasize on group's need rather than individual (Ghazali, Halib, & Shamim, 2014). Relationship between LMX and TI in Malaysia's collectivism work culture can be weakened relatively.

Therefore, the hypotheses were developed as below.

$H_{0:}$ There is no significant relationship between leader-member exchange (LMX) and employee's turnover intention.

$H_{1:}$ There is a significant relationship between leader-member exchange (LMX) and employee's turnover intention.

2.4.4 Relationship between Work-life Balance and Employee's Turnover Intention

Based on the research of Verhagen and Vossen (2011), they determined that the lower the WLB, the higher the TI from the organization due to the conflict between the work and personal life arose and this caused employees feeling wanted to change something and employees will choose to change their job as changing environment of workplace was more easier compare with changing their personal life. Thus, Ertas (2015) stated that more sustain with WLB will lower the TI. Bandekar and Krishna (2015) determined employees who had less intention to quit the organization when they got higher degree of WLB.

Furthermore, employees who cannot consider for their life since they took more time and energy on their work will generate TI and caused their job

performance declined due to lose of family support (Cao, Chen, & Song, 2013). Additionally, Dev (2012) established that if employees possessed equilibrium between their job and life such as working hours is adjustable, they will be more satisfied with the job as well as lower the TI. Seyrek and Turan (2017) indicated that if there was no dispute in the accounting professionals' work and personal life as well as the working hours was not long to overpower employees, the level of intention to quit of them will be lower, so they concluded that WLB was one of the elements that will affect the accounting professionals' TI.

Moreover, the frequency of JS increased by a better of WLB as well as reduced the probability of quitting the organization (Gächter, Savage, & Torgler, 2013). According to the finding of Cegarra-Leiva, Sánchez-Vidal, and Cegarra-Navarro (2012), stated that when compared with the WLB initiatives in organization, the present of WLB culture was the major critical of JS, which will directly influences TI of employees. Additionally, a relevant finding from a study indicated that WLB was straightly related with keeping of employee as well as the TI (Qayed Al-Emadi, Schwabenland, & Qi, 2015).

Furthermore, according to the research of Noor (2011), the stress affected the balance among work and life would incidentally affect their attitudes of occupational like commitment as well as TI and finally caused to turnover. If an organization offered sufficient WLB to their employees, this can make their employees increase the organization commitment level and eventually lower their TI (Taneja, 2015). In addition, the managers and human resource employees of organization should have the initiatives to think about the WLB which aimed to improve the interaction of employees in their work and home, so it can decrease the TI among them (Oosthuizen, Coetzee, & Munro, 2016).

However, the research of Javed, Khan, Yasir, Aamir, and Ahmed (2014) stated WLB had no significant relationship to TI which meant that employees had intention to leave organization not because of imbalance between work and life but the mainly reason was the job stress.

Therefore, the hypotheses were developed as below.

$H_{0:}$ There is no significant relationship between work-life balance and employee's turnover intention.

H_1: There is a significant relationship between work-life balance and employee's turnover intention.

2.5 Conclusion

In this chapter, researchers had completed the review of the literature according on the previous literatures; review of theoretical framework that will provide researchers a clear vision and better understanding on how to build a proposed conceptual framework. Besides, researchers also developed the hypotheses according to the past researchers on the significant relationship between each IVs (POS, JS, LMX, and WLB) and DV (TI). For next chapter, researchers will be discussing the research methodologies.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

Research methodology can be defined as the researcher's procedures in conducting their work which include depicting, illustrating and projecting phenomena (Rajasekar, Philominathan, & Chinnathambi, 2013). In this chapter, researchers will discuss about (i) research design; (ii) the methods of data collection; (iii) sampling design; (iv) research instrument; (v) constructs measurement; (vi) data processing; (vii) data analysis; and (viii) conclusion.

3.1 Research Design

Research design was a professional design that mentioned collecting ways and procedures used for analyzing the information required (Zikmund, Babin, Carr, & Griffin, 2009). The research design applied consists of quantitative research and causal research. Quantitative research referred business research that addressing the research objectives by empirical assessment which included analysis manner and numerical measurement (Zikmund et al., 2009). In this research, researchers used quantitative research method to examine the constructed relationship of IVs (POS, JS, LMX, and WLB) with DV (employee's TI). This was because the data for each variable was obtained from the questionnaire and the sources were also obtained from the previous journal. Besides, researchers choose causal research as the research design as it was used to look for the relationship between the cause-and-effect (Zikmund et al., 2009). Researchers used causal research to identify the caused which

were POS, JS, LMX, and WLB while the effect referred to employee's TI in Malaysia's manufacturing industry.

3.2 Data Collection Methods

Data collection was a systematic way of gathering data and measuring information from various sources. Through the data collected, it enabled researchers to find out the answers for the research problem, hypothesis testing and evaluate the outcomes. For data collection, the data can be obtained from two classes of sources included: (i) primary data; and (ii) secondary data (Sekaran & Bougie, 2010). In this research, researchers used primary data together with secondary data.

3.2.1 Primary Data

Primary data referred an original research obtained by researcher on particular interested variables through first-hand information for the specific research purpose (Sekaran & Bougie, 2010). There were some methods that used for primary data collection, which included self-administered questionnaire, interview, focus groups and experimentation.

In this study, the primary data was gathered by distributing questionnaire as it was considered an easy way for data collection process throughout a huge respondent volume. The questionnaire was adopted and modified from several related research journals of the past researchers.

3.2.2 Secondary Data

Secondary data indicated gathering of data or information that existed and available in other sources (Sekaran & Bougie, 2010). The secondary data can be gathered through third-party sources. For instance, government publications, media, internet, online articles and magazines, census data and so forth (Sekaran & Bougie, 2010). As compared to primary data, secondary data can be obtained with ease and in faster way by reducing the time and cost required (Sekaran & Bougie, 2010).

Secondary data was used in this research's literature review was obtained through accessing E-database such as Emerald, EBSCOHost, Sage, Jstor, ProQuest, and ScienceDirect from Universiti Tunku Abdul Rahman (UTAR) library database and Universiti Sains Malaysia (USM) library database. Furthermore, researchers obtained the extra information via Google scholar.

3.3 Sampling Design

3.3.1 Target Population

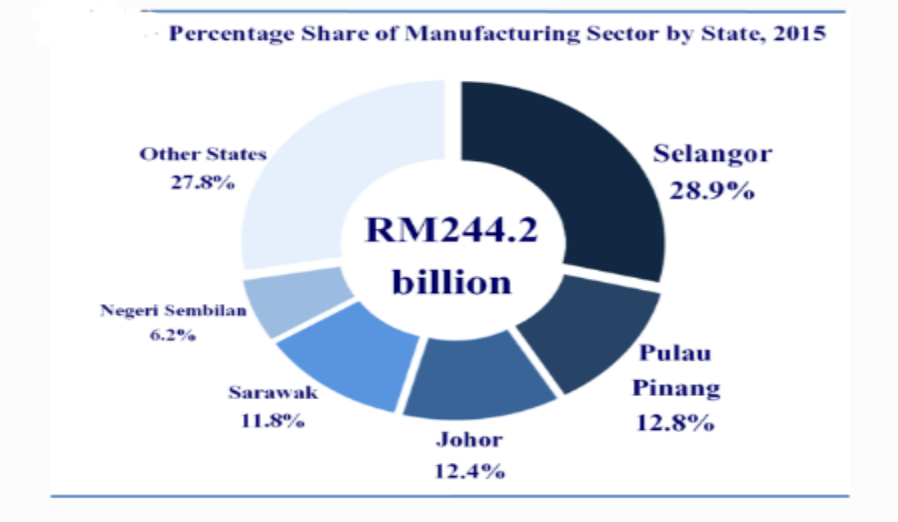
Target population determined relevant population particularly by its unique and transparent characteristics and to whom the research should focus (Zikmund et al., 2009). In this study, total number of employees under manufacturing sector will be researchers' targeted population; Department of

Statistics Malaysia (DOSM) provides exact figure of 1,044,346 employees ("Department of Statistics Malaysia Official Portal", 2016).

3.3.2 Sampling Frame and Sampling Location

Sampling frame was known to be working population and referred particular element list that may be drawn as sample (Zikmund et al., 2009). According to the DOSM, manufacturing industry in Selangor occupy 28.9% of share among the RM244.2 billion of gross output. While the second contributor in manufacturing industry was Penang with a share of 12.8 % and followed by Johor with 12.4%. Thus, in order to gain advanced understanding and discover the factors of employee's TI, the three states: Selangor, Penang, and Johor had been chosen by researchers to distribute the designed questionnaire. The states were chosen because the contribution of these three states towards Malaysian GDP are high and they covered most manufacturing factories in Malaysia (Kaur & Lee, 2006).

Figure 3.1: Statistic of Percentage Share of Manufacturing Sector by State, 2015



Source: GDP by states, 2010-2015, Department of Statistics.

3.3.3 Sampling Elements

Research questionnaires were focus-distributed to employees who worked under manufacturing sector in Selangor, Penang, and Johor areas with different ranges of gender, educational level, age, and working experiences. Therefore, these respondents can dedicate the research with reliable and accurate data from different perspectives to generate the test results.

3.3.4 Sampling Technique

Sampling techniques were classified into: (i) probability sampling; and (ii) non-probability sampling techniques (Zikmund et al., 2009). Probability sampling measured each population member a realized and non-zero probability in sample selection. On the other hand, non-probability sampling measured probability of sample units from targeted population with unknown selection. Researchers chose to use convenience sampling as research sampling technique. This sampling technique was suitable for research since some of the participated manufacturing companies gave no permission to conduct questionnaire distribution in systematic count for every participated employee. Convenience sampling was a more effective technique to get sufficient volume and usable data from participants. Convenience samples can be generated in more direct way within the common time constraints (Brewis, 2014).

3.3.5 Sampling Size

Targeted population was 1,044,346 manufacturing industry employees in Malaysia. Based on Figure 3.2, the target population was fall under the category of 1,000,000 sample population size and the sample size should be 384. Therefore, researchers distributed a total 500 questionnaires to employees in selected areas in order to deal with possible respond rate issue and prevent questionnaire data uncollectable and in unusable conditions.

Figure 3.2: Determining Sample Size

N	S	N	S	N	S	N	S	N	S
10	10	110	86	300	169	950	274	4500	354
15	14	120	92	320	175	1000	278	5000	357
20	19	130	97	340	181	1100	285	6000	361
25	24	140	103	360	186	1200	291	7000	364
30	28	150	108	380	191	1300	297	8000	367
35	32	160	113	400	196	1400	302	9000	368
40	36	170	118	420	201	1500	306	10000	370
45	40	180	123	440	205	1600	310	15000	375
50	44	190	127	460	210	1700	313	20000	377
55	48	200	132	480	214	1800	317	30000	379
60	52	210	136	500	217	1900	320	40000	380
65	56	220	140	550	226	2000	322	50000	381
70	59	230	144	600	234	2200	327	75000	382
75	63	240	148	650	242	2400	331	1000000	384
80	66	250	152	700	248	2600	335		
85	70	260	155	750	254	2800	338		
90	73	270	159	800	260	3000	341		
95	76	280	162	850	265	3500	346		
100	80	290	165	900	269	4000	351		

Note: N is population size.

S is sample size.

Source: Krejcie, R. V. & Morgan, D. W. (1970). Determining sample size for research. *Educational and Psychological Measurement, 30,* 607-610.

3.4 Research Instrument

3.4.1 Questionnaire Survey

The research instruments applied self-administered questionnaires with bilingualism availability. Bilingualism was applied in Malay and English version which aimed for respondent-friendly. There were two types of self-administered questionnaires which were paper questionnaires and electronic questionnaires (Zikmund et al., 2009). In this research, both of the types of self-administered questionnaires were used by researchers. Researchers

distributed the paper questionnaires to respondents by using drop-off method while the electronic questionnaires had been distributed through email. Drop-off method was a survey technique that the researchers dropped off and collected back the questionnaires on the day or few days later by travelling to the location of respondents. Email survey was a method that researchers choose to send the questionnaires to respondents via e-mail (Zikmund et al., 2009). For the email survey, researchers obtained the company's email address through the company's website and send the email to respondents based on the email address collected. On the other hand, researchers applied drop-off method by distributing the questionnaire to three different states which were Selangor, Penang, and Johor.

As compared with other methods such as observation and interview, paper and electronic questionnaire was an optimal method to collect the data due to its several advantages. Essentially, the advantage of paper questionnaire such as drop-off method allowed researchers to collect back the questionnaire within a short period. At the same time, electronic questionnaire such as email survey was inexpensive compared to other methods as there were no costs incurred on printing and paper. Besides, it was convenient for respondents as it allowed them to fill up the questionnaires on their free time. Additionally, email survey method was used for anonymous responses collection process to protect the privacy of respondents when answering the sensitive question (Zikmund et al., 2009).

3.4.2 Pilot Study

Pilot study was usually conducted research in small-scale way that obtained needed data from respondents same with those will be applied afterwards in

the full study (Zikmund et al., 2009). Pilot study can act as a guideline for a full study and sometimes it can be referred as pretest that was useful in planning the subsequent study. Researchers had distributed 30 set questionnaire sets to marked respondents who worked under manufacturing industry on 2nd June 2017 and received the reverted questionnaires from them within time consumption varying from half an hour and less than two hours. The name of targeted company was Kilang Kelapa Sawit Lekir Sdn Bhd and located nearby Lekir, Perak. Then, researchers keyed in the gathered data into SAS software to determine the reliability of each variable. Cronbach's coefficient alpha referred result for each variable in pilot study; it was run to examine the responses' internal consistency reliability which was generated from target respondent on each variable (Sekaran & Bougie, 2010). The closer the Cronbach's coefficient alpha figure to 1, the higher the internal consistency reliability.

Table 3.1: Pilot Test Results

Variables	**Dimensions**	**Number of items**	**Cronbach's Alpha**
Independent Variable	Perceived Organizational Support (POS)	5	0.903688
Independent Variable	Job Satisfaction	5	0.678616
Independent Variable	Leader-Member Exchange (LMX)	5	0.859588
Independent Variable	Work-life Balance	5	0.787928
Dependent Variable	Turnover Intention	5	0.893075

Source: Developed for the research

The result expressed the Cronbach's coefficient alpha of IVs (POS, JS, LMX, and WLB) as well as DV (TI) fall under the range of 0.60-1.0. Thus, this result indicates that the internal consistent reliability is high and appropriate to proceed to the full study.

3.4.3 Questionnaire Design

Researchers adopted self-administered questionnaire to examine concisely the impact of POS, JS, LMX, and WLB on TI of employees in Malaysia's manufacturing industry. The questions that researchers set in the questionnaires were considered as fixed-alternative questions. Fixed-alternative questions provided respondents' particulars, limited-alternative responses and then they were requested to select one that closely matched to their opinion (Zikmund et al., 2009). Fixed-alternative question allowed respondents to reply the question easily and reduced the time consumed. Besides, less interviewer skill was required and comparability of answer with be provided by standardizing alternative responses of questions.

The questionnaire was designed into three parts included: (i) Part A; (ii) Part B; and (iii) Part C. The 7 questions in Part A were regarding to the personal details of respondents while the 5 questions in Part B were regarding to the dependent variable which was TI. The questions that regarded with the impacts of POS, JS, LMX, and WLB on the TI were included in Part C. Each question in Part B and C was designed in the format of five-point scales.

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

3.5 Constructs Measurement

3.5.1 Origins and Constructs Measurement

In this research, the researchers divided the questionnaire into 3 parts which were part A, B, and C in order to know how the four IVs will affect the TI. All the questions are adopted from the previous research study.

Table 3.2: Source Model of Construct Measurement

Variables	Sources used
Turnover Intention (Dependent Variable)	Question 1 – Question 3 (Jones, Chonko, Rangarajan, & Roberts, 2007) Question 4 (Alniaçik, Alniaçik, Erat, & Akçin, 2013) Question 5 (Wang S. T., 2014)
Perceived Organizational Support (Independent Variable)	Question 1- Question 5 (Chiang & Hsieh, 2012)
Job Satisfaction (Independent Variable)	Question 1- Question 2 (Jones, Chonko, Rangarajan, & Roberts, 2007) Question 3- Question 5 (Appelbaum, Carrière, Abi Chaker, Benmoussa,

	Elghawanmeh, & Shash, 2009)
Leader-Member Exchange (Independent Variable)	Question 1 – Question 5 (Graen & Uhl-Bien, 1995).
Work-life balance (Independent Variable)	Question 1 – Question 5 (Wu, Rusyidi, Claiborne, & McCarthy, 2013).

Source: Developed for the research

3.5.2 Scale of Measurement

Scale was adopted tool or instrument by users to differentiate one from another on the interested variables to their study and find out how (Sekaran & Bougie, 2010). A scale of measurement was used to measure the variables by categorizing and quantifying the variables. There were four basic types of scale measurement included: (a) nominal scale; (b) ordinal scale; (c) interval scale; and (d) ratio scale.

3.5.2.1 Nominal Scale

Nominal scale was considered a scale that allows the researchers in measuring the subject by assigning the subject in different particular groups or categories (Sekaran & Bougie, 2010). Nominal scale was classifying as qualitative data as it did not inherent any numerical value regarding to magnitude.

Gender:

Male ☐

Female ☐

3.5.2.2 Ordinal Scale

Ordinal scale was considered a scale which allowed for ranking criterions and comprise of nominal properties that allowed the researcher to provide rank order to the items, but it did not give any indication of the values of the difference among the ranks (Sekaran & Bougie, 2010). There was no information with respect to the intervals between rankings as the difference was clearly known through the ranking of objects or events.

Age group:

Below 20 ☐

20 - 29 ☐

30 - 39 ☐

40 – 49 ☐

50 and above ☐

3.5.2.3 Interval Scale

Interval scale had combined properties in nominal and ordinal scale; it allowed the researcher to measure the distance between two scale points and captures the differences in the quantity of the concept. A Likert scale was a five-point scales that ranges from Strongly Disagree until Strongly Agree to test the intense a subjects agreed or disagreed with the statement.

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

3.6 Data Processing

Data processing referred a process with nature of preparation and description of data (Zikmund et al., 2009). In this process, there were a series of steps in procedural basis include editing, coding, tabulating, classifying and charting research data.

3.6.1 Data Checking

Step in data processing to double confirm all questionnaires that were collected from respondents were accurate and complete (Zikmund et al., 2009). During checking, the questionnaires with unclear answer or omitted by respondents were eliminated as unacceptable or incomplete questionnaires in order to maintain the reliability.

3.6.2 Data Editing

This step was adjusting and editing the data for assurance of consistency and legibility (Zikmund et al., 2009). If there were any realize error in questionnaires, researchers will adjust the data in order to maintain the level of reliability and consistency of the research study.

3.6.3 Data Coding

This step was used to organize the data into classes, numerals or other symbols. Identify the responses with codes was necessary if the data was processed by computer. When the data were recorded and coded with numeral and symbols, researches can quickly key in the data into the SAS software and reduce the rate of error occur. The code range for the data in this analysis was between 1 until 6. The following tables represent the codebook that used in this research.

Table 3.3: Coding and Labels for Personal Details

Question Number	Label	Coding
Part A		
Q1:	Gender	1= Male 2= Female
Q2:	Age group	1= Below 20 2= 20 - 29 3= 30 - 39 4= 40 - 49 5= 50 and above

Q3:	Race group	1= Chinese 2= Malay 3= Indian 4= Others
Q4:	Marital status	1= Single 2= Married 3= Others
Q5:	Educational level	1= SPM 2= STPM 3= Diploma 4= Bachelor's Degree 5=Master Degree 6= Others
Q6:	Monthly income level	1= Below RM1,000 2= RM1,001 - RM2,000 3= RM2,001- RM3,000 4= RM3,001 - RM4,000 5= RM4,001 - RM5,000 6= Above RM5,000
Q7:	How long have you been working in the manufacturing industry?	1= Less than 1 year 2= 1 - 5 years 3= 6 -10 years 4= More than 10 years

Source: Developed for the research

Table 3.4: Coding and Labels for Perceived Organizational Support (POS), Job Satisfaction, Leader-Member Exchange (LMX), Work-life Balance and Turnover Intention

Question Number	Label	Coding
Part B		
5 Questions	Turnover Intention	1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree
Part C		
20 Questions	4 Independent Variables	1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

Source: Developed for the research

3.6.4 Data Transcribing

After checked, edited and coded, these coded data will then be transcribed carefully into SAS software for data analysis.

3.7 Data Analysis

3.7.1 Descriptive Analysis

Descriptive analysis showed sophisticated raw data transformation into an easiest form that allows the researchers to have a better understanding and easy to interpret. Descriptive statistics was a statistics that depict and summarize the data in an easiest and understandable way (Zikmund et al., 2009). The descriptive statistics can be presented in the form of frequency distribution (bar chart) and percentage distribution (pie chart) which described the characteristics of populations or samples. The measurement of descriptive statistics can be measured by central tendency (mean, median, and mode) and dispersions (range, variance and standard deviation (σ)). Therefore, through the descriptive analysis, it was able to present a clear picture that ease to view and understand for the researchers.

In this research, the researchers applied the descriptive analysis for Part A which consisted of personal details. In the questionnaire, Part A consisted of 7 questions. The researchers used pie chart for the items that were measured by nominal scale while used bar chart for the items that were measured by ordinal scale.

3.7.2 Scale Measurement

3.7.2.1 Reliability Test

Reliability defined clearly as the extent to which measures were error-free and indicated the stability and consistency of measures in order to yield consistent results (Sekaran & Bougie, 2010). Cronbach's alpha was the most widely and popular approach that was used to determine internal consistency reliability (Yücel, 2012). Coefficient ranged from exact zero to exact one, the reliability with a value of 0.60 or lower was considered as poor internal reliability (Malhotra, 2010). Cronbach's alpha near to one indicated greater internal consistency reliability (Sekaran & Bougie, 2010).

Table 3.5: Rules of Thumb on Reliability Test

Coefficient alpha range	Reliability level of data
Between 0.80 and 0.95	Very good
Between 0.70 and 0.80	Good
Between 0.60 and 0.70	Fair
Below 0.60	Poor

Table 3.6: Reliability Statistics for each of the variables

No	Variables	Cronbach's Alpha Coefficient	Reliability Level
1	Perceived Organizational Support (POS)	0.903688	Very good
2	Job Satisfaction	0.678616	Fair
3	Leader-Member Exchange (LMX)	0.859588	Very good

4	Work-life Balance	0.787928	Good
5	Turnover Intention	0.893075	Very good

Source: Developed for the research

The table above concisely expressed the internal consistency reliability of four IVs (POS, JS, LMX and WLB) and DV (TI).

Based on the table above, the results indicated the variables' reliability ranged from 0.679 to 0.904. The result showed that POS had the highest coefficient value with 0.904 while JS had the lowest coefficient value with 0.679.

3.7.3 Inferential Analysis

3.7.3.1 Pearson Correlation Coefficient Analysis

Pearson correlation coefficient was a statistical measure that indicated the linear relationship's direction, strength, and significance between each IV and DV (Sekaran & Bougie, 2010). The value +1.0 represented perfectly positive correlation between two variables while the value of -1.0 represented perfect negative correlation between two variables.

Table 3.7: Rules of Thumb on Pearson Correlation Coefficient

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

Source: Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research Methods for Business. Chichester, West Sussex: John Wiley & Sons, Inc.*

Pearson correlation coefficient analysis was used in the Part C's questions to test the relationship between two variables. Both variables were continuous variables which were under metric scale. Pearson correlation coefficient analysis was the most suitable method to test the relationship between each IV and DV at the moment of one to one testing. The H_1 until H_4 will be tested.

3.7.3.2 Multiple Regression Analysis

Multiple regression analysis explains the variance of DV by using more than one IV, so it was said as an extension of simple regression analysis (Zikmund et al., 2009). The multiple regression analysis indicated the relationship and importance of each IV in the prediction of the DV.

In this research, the researchers used multiple linear regression to test the relationship between all independent and dependent variables. The four IVs

(POS, JS, LMX, and WLB) had been identified as the influential factors in changing the DV (TI). Therefore, H_5 will be tested.

3.8 Conclusion

In Chapter 3, researchers had described how to conduct all the activities in the research methodology which include (i) research design; (ii) data collection methods; (iii) sampling design; (iv) research instrument; (v) construct measurement; (vi) data processing; (vii) data analysis; and (viii) conclusion. Besides, researchers carried out the pilot study before conducted the full study and the result of reliability test in the pilot study was considered ideal which fell under range of 0.60 to 1.00. Thus, researchers decided to proceed to the full study with the same independent and dependent variables and the result will be explained afterwards.

CHAPTER FOUR: RESEARCH RESULTS

4.0 Introduction

Previously, researchers had distributed and collected back 30 sets of questionnaires from respondents who working in manufacturing industry and run the pilot test by using SAS Enterprise Guide 7.1. Yet, in this chapter, researchers will use a total number of 384 questionnaires to run the reliability test of actual study through SAS software and analyze data in detail. This chapter provided (i) descriptive analysis; (ii) scale measurement; and (iii) inferential analysis. After this, researchers will do a chapter summarization.

4.1 Descriptive Analysis

It was a data transformation in order to ascertain as well as described characteristic about the variables (Zikmund et al., 2009). All the data of variables will be transformed and showed in the pie chart, table as well as bar chart.

4.1.1 Demographic Profile of Respondents

In this analysis, the seven demographic profiles of respondents that will be discussed which includes: 1) Gender; 2) Age group; 3) Race group; 4) Marital status; 5) Education level; 6) Monthly income; and 7) Working experience.

All the data was gained from Section A in the questionnaires and all the results of descriptive analysis will be discussed in the sub-chapters below.

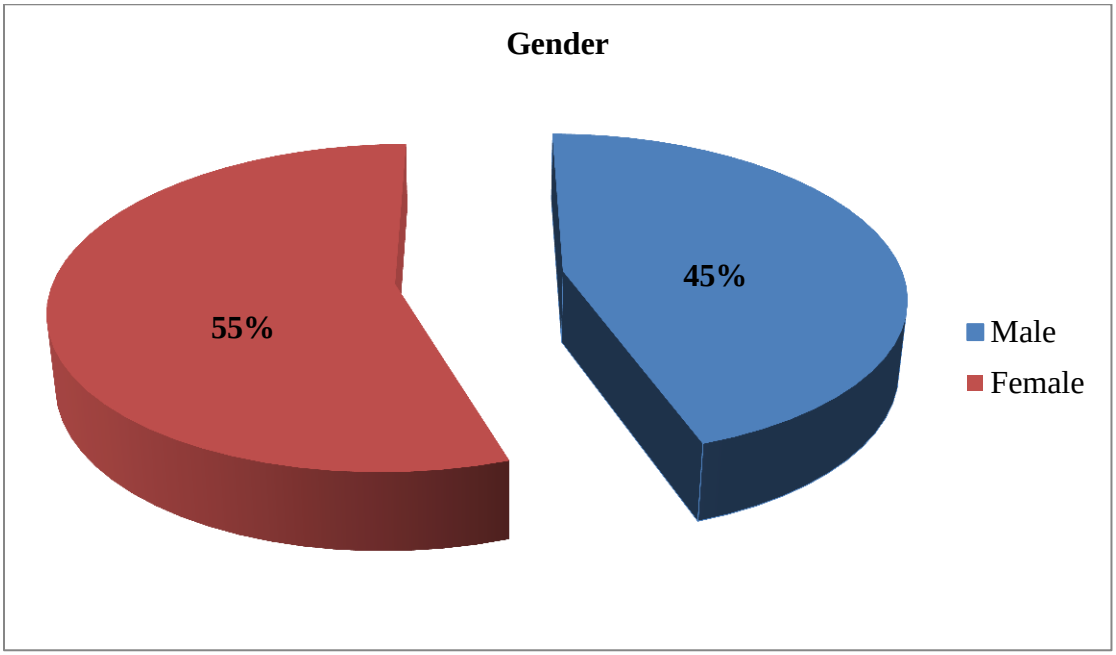
4.1.1.1 Gender

Table 4.1: Gender

Gender (1= Male, 2= Female, 999=Missing data)				
Gender	**Frequency**	**Percent**	**Cumulative Frequency**	**Cumulative Percent**
1	172	44.79	172	44.79
2	212	55.21	384	100.00

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.1: Distribution of Gender



Source: Developed for the research

As referred to Table 4.1 together with Figure 4.1, it showed 172 male respondents and 212 female respondents in a total number of 384 sets of questionnaire that collected from the respondents. 45% of respondents were male while 55% were female. Therefore, from the table and figure above, it indicated that female respondents has little greater portion than the number of male respondents.

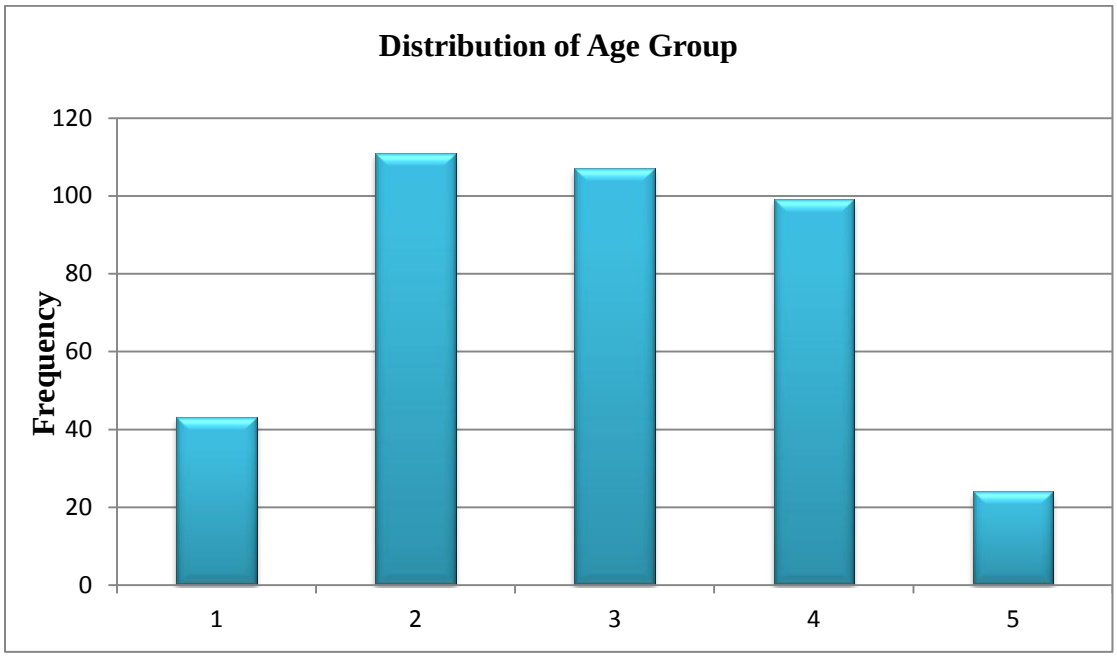
4.1.1.2 Age Group

Table 4.2: Age Group

Age Group (1= Below 20, 2= 20-29, 3=30-39, 4=40-49, 5= 50 and above, 999= Missing data)				
Age Group	**Frequency**	**Percent**	**Cumulative Frequency**	**Cumulative Percent**
1	43	11.20	43	11.20
2	111	28.91	154	40.10
3	107	27.86	261	67.97
4	99	25.78	360	93.75
5	24	6.25	384	100.00

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.2: Distribution of Age Group



Source: Developed for the research

Age Group (1= Below 20, 2= 20-29, 3=30-39, 4=40-49, 5= 50 and above)

Based on Table 4.2 and its developed Figure, it showed age groups of respondents who filled in the questionnaire. According to result shown above, there are five different age groups of respondents who had been involved in this research. The category of twenty to twenty-nine years old was the biggest respondent group which made up of 111 respondents (28.91%) in the research. There were 107 respondents (27.86%) which were ranging from thirty to thirty-nine years old while 99 respondents (25.78%) were from forty to forty-nine years old. From a total of 384 respondents, 43 of them were below twenty years old (11.20%) and lastly 24 of them were fifty years old and above (6.25%) which was the smallest group of respondents.

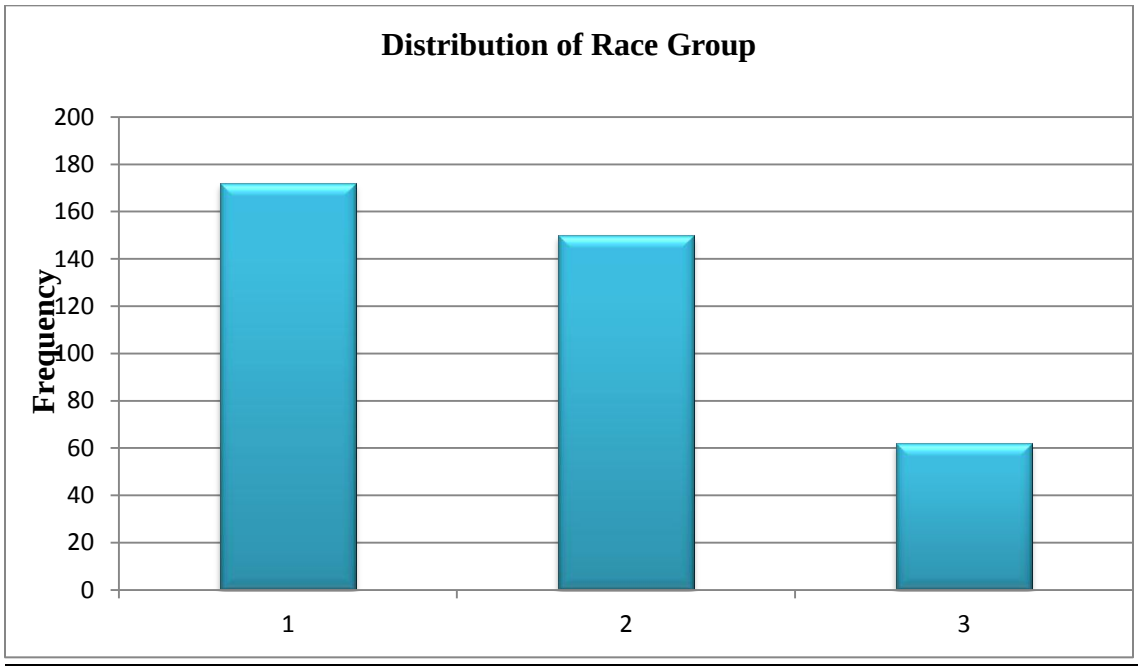
4.1.1.3 Race Group

Table 4.3: Race Group

Race Group (1= Chinese, 2= Malay, 3= Indian, 4= Others, 999= Missing data)				
Race Group	**Frequency**	**Percent**	**Cumulative Frequency**	**Cumulative Percent**
1	172	44.79	172	44.79
2	150	39.06	322	83.85
3	62	16.15	384	100.00

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.3: Distribution of Race Group



Source: Developed for the research

Race Group (1= Chinese, 2= Malay, 3= Indian)

The following table and figure were showing the distribution of research race group. From the result shown above, out of the total respondents (N=384), 172 are Chinese (44.79%), 150 are Malay (39.06%) and lastly 62 are Indian (16.15%). There are no respondents from others race group.

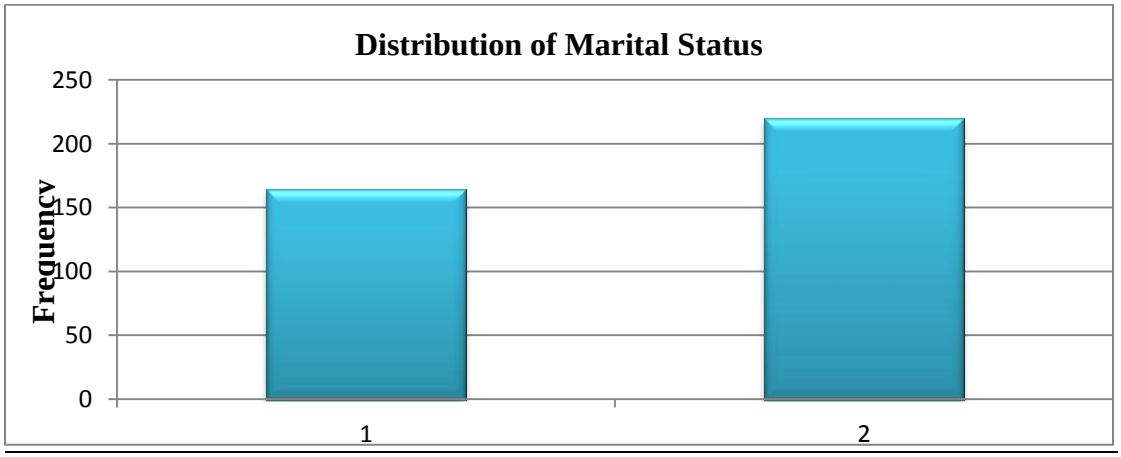
4.1.1.4 Marital Status

Table 4.4: Marital Status

Marital Status (1= Single, 2= Married, 3= Others, 999=Missing data)				
Marital Status	**Frequency**	**Percent**	**Cumulative Frequency**	**Cumulative Percent**
1	164	42.71	164	42.71
2	220	57.29	384	100.00

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.4: Distribution of Marital Status



Source: Developed for the research

Marital Status (1= Single, 2= Married)

According to Figure 4.4 that developed with Table 4.4, the result displayed the distribution of marital status. In this research, there were 220 respondents were married (57.29%), 164 respondents who were still single (42.71%) and there was no result shown in others out of the total of respondents (N=384) who filled the questionnaire in this research.

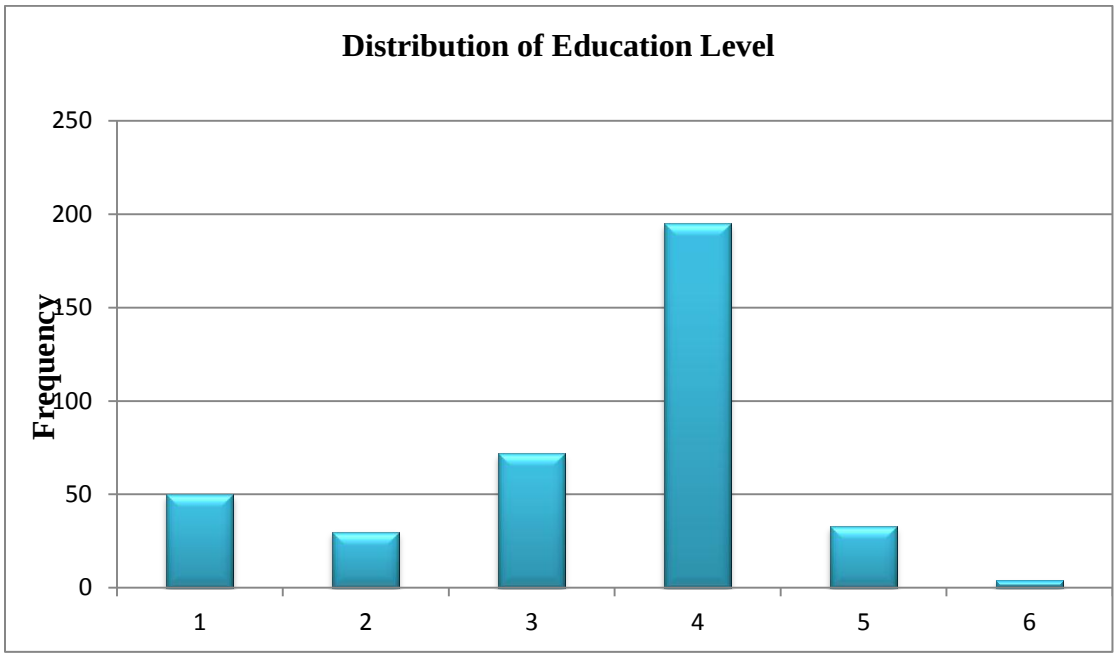
4.1.1.5 Education Level

Table 4.5: Education Level

Education Level (1= SPM, 2= STPM, 3= Diploma, 4= Bachelor's Degree, 5= Master Degree, 6= Others, 999= Missing data)				
Education Level	**Frequency**	**Percent**	**Cumulative Frequency**	**Cumulative Percent**
1	50	13.02	50	13.02
2	30	7.81	80	20.83
3	72	18.75	152	39.58
4	195	50.78	347	90.36
5	33	8.59	380	98.96
6	4	1.04	384	100.00

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.5: Distribution of Education Level



Source: Developed for the research

Education Level (1= SPM, 2= STPM, 3= Diploma, 4= Bachelor's Degree, 5= Master Degree, 6= Others)

From the result shown in above table and figure for education level, out of the total respondents (N=384), most of the respondents are Bachelor's Degree holder who accounted for 195 respondents (50.78%), 72 respondents owned Diploma certificate (18.75%), 50 respondents are having an education level in SPM (13.02%), 33 respondents are Master Degree holder (8.59%), 30 respondents were having STPM education level (7.81%) and lastly there are 4 respondents who are filled others in the question of educational level (1.04%).

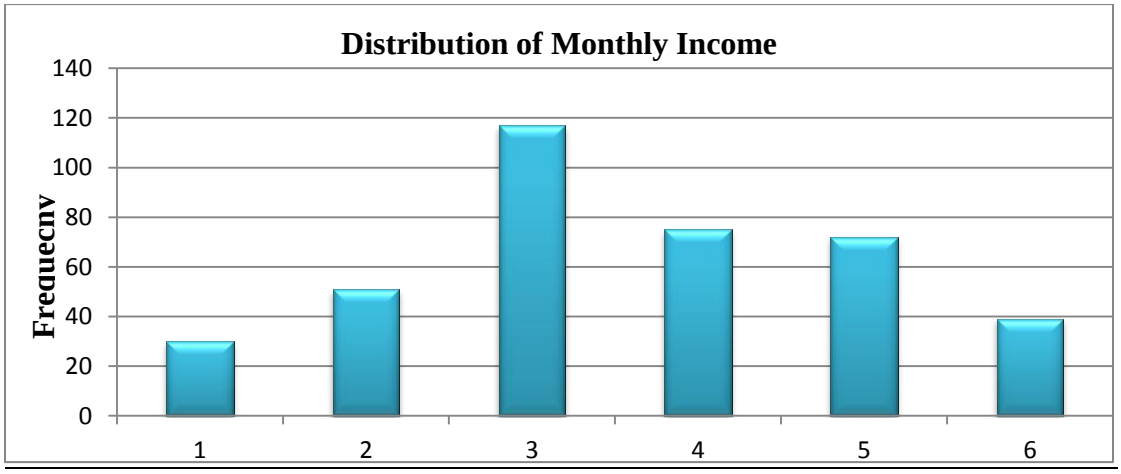
4.1.1.6 Monthly Income

Table 4.6: Monthly Income

Monthly Income (1= Below RM 1,000, 2= RM 1,001-RM 2,000, 3=RM 2,001-RM 3,000, 4= RM 3,001- RM 4,000, 5= RM 4,001-RM 5,000, 6= Above RM 5,000, 999=Missing data)				
Monthly Income	**Frequency**	**Percent**	**Cumulative Frequency**	**Cumulative Percent**
1	30	7.81	30	7.81
2	51	13.28	81	21.09
3	117	30.47	198	51.56
4	75	19.53	273	71.09
5	72	18.75	345	89.84
6	39	10.16	384	100.00

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.6: Distribution of Monthly Income



Source: Developed for the research

Monthly Income (1= Below RM 1,000, 2= RM 1,001-RM 2,000, 3=RM 2,001-RM 3,000, 4= RM 3,001- RM 4,000, 5= RM 4,001-RM 5,000, 6= Above RM 5,000)

Table 4.6 came together with Figure 4.6 showed the distribution of monthly income of the respondents. In a total number of respondents (N=384), there were 30 respondents (7.81%) which had a monthly income below RM1000. Then, there were 51 respondents (13.28%) who had received their monthly income between RM1001 to RM2000. Most of the respondents with a number of 117 (30.47%) had received the monthly income between RM2001 to RM3000 while 75 respondents (19.53%) had received monthly income between RM3001 to RM4000. 72 respondents (18.75%) had received their monthly income between RM4001 to RM5000. Lastly, the remaining of 39 respondents (10.16%) were those who receiving a monthly income above RM5000.

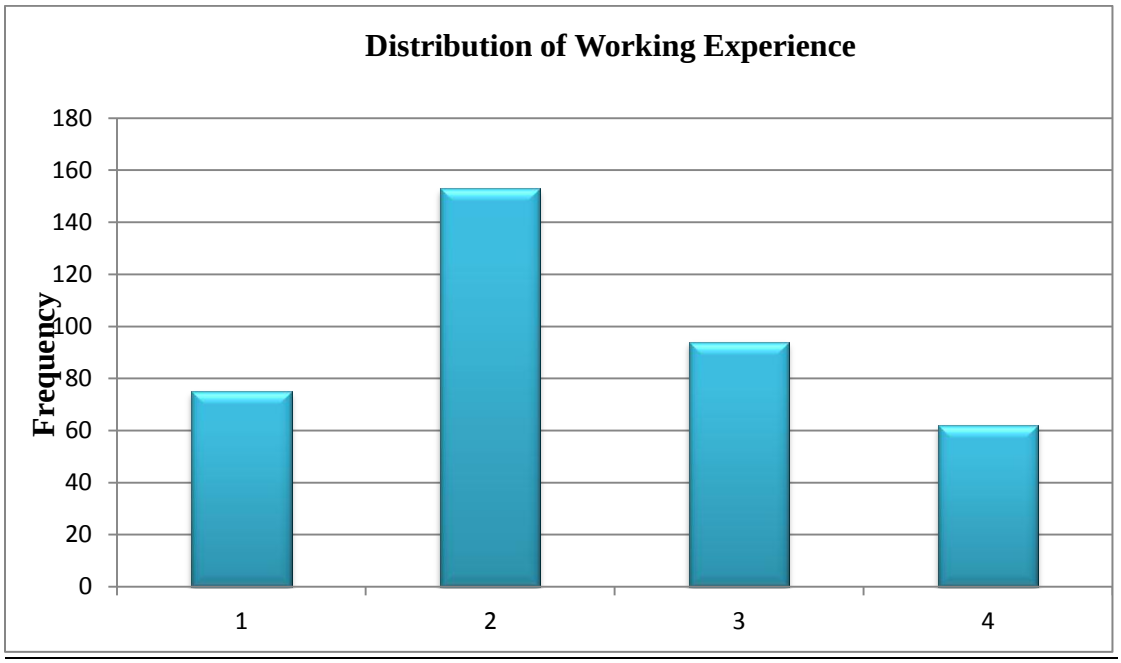
4.1.1.7 Working Experience

Table 4.7: Working Experience

Working Experience (1= < 1year, 2= 1-5 years, 3= 6-10 years, 4= > 10 years, 999= Missing data)				
Working Experience	**Frequency**	**Percent**	**Cumulative Frequency**	**Cumulative Percent**
1	75	19.53	75	19.53
2	153	39.84	228	59.38
3	94	24.48	322	83.85
4	62	16.15	384	100.00

Source: Developed from SAS Enterprise Guide 7.1

Figure 4.7: Distribution of Working Experience



Source: Developed for the research

Working Experience (1= < 1year, 2= 1-5 years, 3= 6-10 years, 4= > 10 years)

Table 4.7 and Figure 4.7 shows about how long of the employees serving in their current company. Out of the total number of respondents in this research (N=384), 75 respondents (19.53%) had worked less than 1 year, 153 respondents (39.84%) had worked 1 to 5 years, 94 respondents (24.48%) had worked for 6-10 years and the remaining of 62 respondents (16.15%) are serving more than 10 years in their current company.

4.1.2 Central Tendencies Measurement of Constructs

Referred back the figure of four IVs with DV, this part will be discussed the measurement for value of the mean as well as σ. There are consists of five questions in Part B and twenty questions in Part C. SAS software was chosen by researchers to study all the questions in the questionnaire by using five-point scale to measure the result of mean as well as σ. The five-point scale included as follows:

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

4.1.2.1 Turnover Intention

Table 4.8: Central Tendencies Measurement of Turnover Intention

No	Items	N	Mean	Ranking for Mean	SD	Ranking for SD
1	It is likely that I will actively look for a new job this year.	**384**	**2.33854**	**4**	**1.21349**	**5**
2	I often think about quitting.	**384**	**2.59635**	**2**	**1.40164**	**1**
3	I will probably look for a new job in the next year.	**384**	**2.31510**	**5**	**1.23786**	**4**
4	I am probably going to be working for another company in a year.	**384**	**2.42708**	**3**	**1.30270**	**3**
5	I do not think I will spend my entire career with this organization.	**384**	**2.94531**	**1**	**1.34984**	**2**

Source: Developed for the research

Table 4.8 concisely displayed the statement "I do not think I will spend my entire career with this organization." had score the highest mean (2.94531) and the σ (1.34984). Besides that, the third statement obtained the least mean (2.31510) and σ ranked at number 4 with the result of 1.23786. Then, for another statement "I often think about quitting." has ranked as the second highest mean which is 2.59635 and achieved number 1 ranking in σ which is 1.40164. Moreover, the statement "I am probably going to be working for another company in a year." had shown the middle result for both of the mean and σ which were ranking at number 3 which was 2.42708 and 1.30270 respectively. However, the first questionnaire statement had the second lowest mean (2.33854) and lowest σ (1.21349).

4.1.2.2 Perceived Organizational Support (POS)

Table 4.9: Central Tendencies Measurement of Perceived Organizational Support (POS)

No	Items	N	Mean	Ranking for Mean	SD	Ranking for SD
1	My company cares about my opinions.	**384**	**3.58333**	**3**	**1.19106**	**3**
2	My company really cares about my well-being.	**384**	**3.48958**	**4**	**1.18736**	**4**
3	My company strongly considers my goals and values.	**384**	**3.41927**	**5**	**1.19780**	**2**
4	My company would help me when I have problem.	**384**	**3.64844**	**2**	**1.20002**	**1**
5	My organization would forgive an honest mistake on my part.	**384**	**3.68750**	**1**	**1.13857**	**5**

Source: Developed for the research

Based on the Table 4.9, the fifth statement had the greatest mean which were 3.68750 but the σ was ranking at number 5 which is 1.13857. Besides, the statement "My company would help me when I have problem." has the second highest mean (3.64844) when compare with other statements and it is also the statement with highest σ (1.20002). Additionally, the statement "My company strongly considers my goals and values." has the most least mean which is 3.41927 but the σ with ranked at number 2 which is 1.19780. Then, the statement "My company cares about my opinions." has the average mean and σ which is 3.58333 and 1.19106 respectively. Furthermore, the statement "My company really cares about my well-being." shows the second lowest means and σ which is 3.48958 and 1.18736 respectively. Both of this statement has the same rank at means and σ which is number 3 and 4 respectively.

4.1.2.3 Job Satisfaction

Table 4.10: Central Tendencies Measurement of Job Satisfaction

No	Items	N	Mean	Ranking for Mean	SD	Ranking for SD
1	Generally speaking, I am very satisfied with this job.	**384**	**3.61719**	**1**	**1.17272**	**4**
2	I am generally satisfied with the kind of work I do in this job.	**384**	**3.60677**	**3**	**1.11905**	**5**
3	I am fairly compensated.	**384**	**3.48438**	**4**	**1.18068**	**3**
4	My break times are adequate.	**384**	**3.60938**	**2**	**1.19988**	**2**
5	There is opportunity for advancement.	**384**	**3.08854**	**5**	**1.30573**	**1**

Source: Developed for the research

Based on the Table 4.10, the first questionnaire statement had the highest mean (3.61719) when compare with other statement, but it ranked at fourth position in σ which was 1.17272. However, the statement "There is opportunity for advancement." had the lowest mean (3.08854) and it is ranked at number 1 in σ which is 1.30573. Then, the statement "My break times are adequate." had the same ranked at mean (3.60938) and σ (1.19988) which was number 2. In addition, the second questionnaire statement had the average mean (3.60677) and the lowest σ (1.11905). Furthermore, the statement "I am fairly compensated." had the second lowest mean which was 3.48438 and average of σ with ranked at number 3 which was 1.18068.

4.1.2.4 Leader-Member Exchange (LMX)

Table 4.11: Central Tendencies Measurement of Leader-Member Exchange (LMX)

No	Items	N	Mean	Ranking for Mean	SD	Ranking for SD
1	I know how satisfied my leader is with what I do.	**384**	**3.64583**	**2**	**1.11930**	**3**
2	My leader understands well my job problems and needs.	**384**	**3.57813**	**5**	**1.14675**	**1**
3	My leader recognizes well my potential.	**384**	**3.60677**	**3**	**1.14443**	**2**
4	My leader uses his/her power to help me solve problems in my work regardless of how much formal authority he/she has built into his/her position.	**384**	**3.70833**	**1**	**1.09513**	**4**
5	My leader will bail me out at his/her expense regardless of how much formal authority he/she has built into his/her position.	**384**	**3.60156**	**4**	**1.08880**	**5**

Source: Developed for the research

Table 4.11 revealed "My leader understands well my job problems and needs." had the lowest mean (3.57813) which was ranked at number 5 but the σ (1.14675) was ranking at number 1. However, the fourth questionnaire statement had the highest mean which was 3.70833 when compared with other statements but the σ was ranking at number 4 which was 1.09513. Besides that, the first questionnaire statement had the second highest mean which was 3.64583 but the σ ranked at number 3 which was 1.11930. In addition, fifth

questionnaire statement had the mean with ranked at number 4 which was 3.60156 and lowest σ which was 1.08880. Then, the statement "My leader recognizes well my potential." had the average mean (3.60677) which was ranked at number 3 and the second highest σ which was 1.14443.

4.1.2.5 Work-life Balance

Table 4.12: Central Tendencies Measurement of Work-life Balance

No	Items	N	Mean	Ranking for Mean	SD	Ranking for SD
1	There is a good fit between my personal life and work life.	**384**	**3.66406**	**1**	**1.10028**	**5**
2	There is a good fit between my family life and work life.	**384**	**3.49740**	**5**	**1.15394**	**2**
3	There is a good fit between my job and my personal health.	**384**	**3.63802**	**2**	**1.11796**	**4**
4	I am able to do my job and not burnout.	**384**	**3.60938**	**3**	**1.15101**	**3**
5	My work offers schedule flexibility.	**384**	**3.52083**	**4**	**1.25146**	**1**

Source: Developed for the research

Based on the Table 4.12, the statement "There is a good fit between my personal life and work life." had the highest mean (3.66406) but with lowest σ (1.10028) which is ranked at number 5. However, the statement "There is a

good fit between my family life and work life." had the lowest mean (3.49740) but was the second highest σ (1.15394) which ranked at number 2. Moreover, the statement "I am able to do my job and not burnout." had the mean and σ with ranked at number 3 which is 3.60938 and 1.15101 respectively. Then, the statement "My work offers schedule flexibility." had the second lowest mean which was 3.52083 but σ with ranked at number 1 which was 1.25146. Furthermore, the statement "There is a good fit between my job and my personal health." had the mean with ranked at number 2 which was 3.63802 and it ranked at number 4 in σ which was 1.11796.

4.2 Scale Measurement

SAS Enterprise Guide 7.1 was used to assess the IVs (POS, JS, LMX, and WLB) with DV (TI) then finally gave the researchers the result for reliability analysis. When it came to full study, the researchers used a total of 384 sets of questionnaire to test in the reliability analysis.

4.2.1 Reliability Analysis

The Cronbach's coefficient alpha was a test for consistency reliability; it can measure the reliability of the answer of target respondent on each variable (Sekaran & Bougie, 2010). Reliability was the indicator for internal consistency of measurement (Zikmund et al., 2009). Few ranges of Cronbach's Alpha referred the rules of thumb of reliability test. The range of 0.80 to 0.95 indicated the reliability was very good; the reliability is good

when the range was under 0.70 to 0.80; when it came to 0.60 to 0.70, reliability considered fair as well as lower than 0.60 was poorly reliable.

Table 4.13: Reliability Statistics for Each of the Variables

No	Variables	Number of Items	Cronbach's Alpha Coefficient	Reliability Level
1	Perceived Organizational Support (POS)	5	0.933586	Very Good
2	Job Satisfaction	5	0.829589	Very Good
3	Leader-Member Exchange (LMX)	5	0.900179	Very Good
4	Work-life Balance	5	0.899606	Very Good
5	Turnover Intention	5	0.931320	Very Good

Source: Developed for the research

Based on the Table 4.13, it showed the reliability test result of the full study in this research. All the IVs (POS, JS, LMX, and WLB) and DV (TI) were considered achieving a very good reliability level with the Cronbach's Alpha Coefficient of 0.933586, 0.829589, 0.900179, 0.899606 and 0.931320 respectively.

4.3 Inferential Analysis

Table 4.14: Rules of Thumb on Pearson Correlation Coefficient

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

Source: Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007*). Research Method for Business. Chichester, West Sussex: John Wiley & Sons, Inc.*

4.3.1 Pearson Correlation Coefficient Analysis

This analysis was appropriate in measuring the variables either with level of interval or ratio which tended to indicate the direction, strength and significance between the IVs and DV (Sekaran & Bougie, 2010). The correlation can be ranged between negative correlation (-1.0) and positive correlation (+1.0) (Sekaran & Bougie, 2010). Theoretically, -1.0 described a negative correlation perfectly while +1.0 described a positive correlation perfectly. There was no any correlation between the IVs and DV, in case the correlation was 0. It was used for research H_1 to H_4.

4.3.1.1 Perceived Organizational Support (POS)

Table 4.15: Pearson Correlation Coefficient Analysis between Perceived Organizational Support (POS) and Turnover Intention

		Perceived Organizational Support	**Turnover Intention**
Perceived Organizational Support	Pearson Correlation Significant (P-value) N	1 384	-0.75963 <.0001 384
Turnover Intention	Pearson Correlation Significant (P-value) N	-0.75963 <.0001 384	1 384

Source: Developed for the research

Direction

Researchers found negative relationship between POS and TI since correlation coefficient shown a negative value (-0.75963) in the Pearson Correlation's result. Hence, it meant that when there was low in value of POS, the TI of the employees was high.

Strength

The correlation coefficient value of POS was -0.75963, which belonged to the range of ±0.71 to ±0.90. Therefore, high relationship was revealed in between POS and TI.

Significance

Result of below 0.0001 which was lower than the alpha value of 0.05 revealed the relationship between POS and TI was significant.

4.3.1.2 Job Satisfaction

Table 4.16: Pearson Correlation Coefficient Analysis between Job Satisfaction and Turnover Intention

		Job Satisfaction	**Turnover Intention**
Job Satisfaction	Pearson Correlation Significant (P-value) N	1 384	-0.78315 <.0001 384
Turnover Intention	Pearson Correlation Significant (P-value) N	-0.78315 <.0001 384	1 384

Source: Developed for the research

Direction

Researchers found negative relationship between JS and TI since correlation coefficient shown a negative value (-0.78315) in the Pearson Correlation's result. Thus, when the respondents felt they were dissatisfied in their job, their TI will increase.

Strength

The correlation coefficient value was -0.78315, which belonged to the range of ±0.71 to ±0.90. Therefore, high relationship was revealed in between JS and TI.

Significance

Result of below 0.0001 which was lower than the alpha value of 0.05 revealed the relationship between JS and TI was significant.

4.3.1.3 Leader-Member Exchange (LMX)

Table 4.17: Pearson Correlation Coefficient Analysis between Leader-Member Exchange (LMX) and Turnover Intention

		Leader-Member Exchange	**Turnover Intention**
Leader-Member Exchange	Pearson Correlation Significant (P-value) N	1 384	-0.75927 <.0001 384
Turnover Intention	Pearson Correlation Significant (P-value) N	-0.75927 <.0001 384	1 384

Source: Developed for the research

Direction

From the result shown in table 4.17, researchers found negative relationship between LMX and TI since correlation coefficient shown a negative value (-0.75927) in the Pearson Correlation's result. Thus, when the value of LMX is low, the value of TI will be high.

Strength

The correlation coefficient value was -0.75927, which belonged to the range of ±0.71 to ±0.90. Therefore, high relationship was revealed in between LMX and TI.

Significance

Result of below 0.0001 which was lower than the alpha value of 0.05 revealed the relationship between LMX and TI was significant.

4.3.1.4 Work-life Balance

Table 4.18: Pearson Correlation Coefficient Analysis between Work-life Balance and Turnover Intention

		Work-life Balance	**Turnover Intention**
Work-life Balance	Pearson Correlation	1	-0.69579
	Significant (P-value)		<.0001
	N	384	384
Turnover Intention	Pearson Correlation	-0.69579	1
	Significant (P-value)	<.0001	
	N	384	384

Source: Developed for the research

Direction

From the result shown in table 4.18, researchers found negative relationship between WLB and TI since correlation coefficient shown a negative value -0.69579 in the Pearson Correlation's result. So, when the respondents felt their WLB was low, their TI was high.

Strength

The correlation coefficient value was -0.69579, which belonged to the range of ±0.41 to ±0.70. Therefore, moderate relationship was revealed in between WLB and TI.

Significance

Result of below 0.0001 which was lower than the alpha value of 0.05 revealed the relationship between WLB and TI was significant.

4.3.2 Multiple Linear Regression Analysis

It was a multivariate technique which applied or allowed not only one IV to justify and predict the DV's variance (Sekaran & Bougie, 2010). It was used for research H_5.

Table 4.19: Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F-value	Pr> F
Model	4	358.35910	89.58977	223.78	<.0001
Error	379	151.73080	0.40035		
Corrected Total	383	510.08990			

Source: Developed for the research

By referring the results shown in Table 4.19, it did not reach the 0.05 alpha value since the result's p-value shown was <0.0001. It prove that the F-statistic of this research was significant, which indicated the proposed research model was a well said descriptor in explaining the relationship between the IVs (POS, JS, LMX, and WLB) and DV (TI). All the IVs were

significant to justify the variance in DV. In a nutshell, the alternate hypothesis (H_1) of H_5 was supported by the data.

Interpretation on R Square

Table 4.20: Summary of R Square

Root MSE	0.63273	R-Square	0.7025
Dependent Mean	2.52448	Adjusted R-Square	0.6994
Coefficient Variables	25.06372		

Source: Developed for the research

By referring to the Table 4.20, the value of R square was 0.7025, which indicates that the four IVs (POS, JS, LMX, and WLB) can explain 70.25% of DV's (TI) variation. However, it meant that still had the remaining of 29.75% unexplained in this research study. In other words, there were still had some other variables that are important in explaining the remaining variation in TI had not been taken into consideration in this research.

Interpretation on Parameter Estimates

Table 4.21: Parameter Estimates

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr>|t|
Intercept	1	6.44932	0.13787	46.78	<.0001
Perceived Organizational Support	1	-0.26408	0.05533	-4.77	<.0001
Job Satisfaction	1	-0.42612	0.06267	-6.80	<.0001
Leader-Member Exchange	1	-0.24370	0.06429	-3.79	0.0002
Work-life Balance	1	-0.17168	0.05141	-3.34	0.0009

Source: Developed for the research

In this research, all the IVs were significant in predicting the employee's TI condition in Malaysian manufacturing industry. The result from the table above showed the p-value of POS and JS were below 0.0001, the LMX and WLB's p-value were 0.0002 and 0.0009 respectively, and the four IVs did not reach the alpha value of 0.05.

To conclude for the above results, the chosen four IVs were significant in predicting variance of TI.

Multiple Linear Regression Equation:

$Y = a + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4$

Y= Turnover Intention (TI)

a= constant

$X_{1=}$ Perceived Organizational Support (POS)

X_2= Job Satisfaction (JS)

X_3= Leader-Member Exchange (LMX)

X_4= Work-life Balance (WLB)

B_i= value of parameter estimate, where i=1, 2, 3, 4…

TI = 6.44932 -0.26408 (POS) -0.42612 (JS) -0.24370 (LMX) -0.17168 (WLB)

The Highest Contribution

From the equation above, it showed JS was the one which contributed the most among the other variables to DV (TI). It can be statistically explained that the value of parameter estimate of JS (0.42612) was the largest if compared to the rest. Therefore, it indicated that JS had the strongest contribution in explaining the variance in TI.

Second Highest Contribution

POS granted the second highest position in contributing the variation to TI because its value of parameter estimate was 0.26408. This meant that POS made the second vital contribution in explaining the variance in TI.

Third Highest Contribution

The variable that had third highest contribution in variation of TI was LMX, The parameter estimate value was 0.24370, which was the third greatest to explain the variation of TI if compared to the rest predictor variables.

The Lowest Contribution

By comparing with other variables, WLB had the least contribution in this research to predict the variation of TI since the value of parameter estimate was 0.17168, which was the lowest value as compared to the others three.

4.4 Conclusion

In this chapter, the researchers had done three mentioned analyses. In descriptive analysis, the respondents' demographic profiles like gender, age group, race group, marital status, education level, monthly income level, and working experience had been analyzed and presented in the table forms, pie chart, and bar chart. With a sample size of 384 respondents, a reliability analysis was conducted on all studied variables. In addition, an inferential analysis was also conducted to test the hypotheses by using Pearson Correlation Coefficient for first four constructed hypotheses and Multiple Linear Regression for H_5. The data result that generated by SAS Enterprise Guide 7.1 shown that all the alternate hypotheses in this research was being accepted. For Multiple Linear Regression, it indicated that the IVs can explain variation in the portion of 70.25% of DV. Furthermore, JS was the variable which contributed the greatest portion of data variation in TI. Last but not least, in the following chapter, Chapter 5, the researchers will provide the justification and further discussion in details with obtained Chapter 4 results.

CHAPTER FIVE: DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter will provide a summarization of statistical analyses included (i) descriptive analysis; (ii) inferential analysis; and (iii) major findings through the analyses. Implication of study also will be discussed in this chapter. Then, researchers will discussed about the limitation of this study and provide some recommendations that will be useful for future research. Lastly, an overall conclusion will be made for this whole study.

5.1 Summary of Statistical Analyses

5.1.1 Summary of Descriptive Analysis-Respondents Demographic profile

In descriptive analysis, there are 384 respondents in this research. The participation of female is slightly higher which occupied 55.21% than male with 44.79%.

Research has five age groups. Majority of respondents are come from three age groups: twenty to twenty-nine, thirty to thirty-nine, and forty to forty-nine. 28.91% participants was between twenty to twenty-nine years old, closely

followed by age group thirty to thirty-nine (27.86%) and forty to forty-nine (25.78%). Respondents consist of 11.20% is below twenty years old and 6.25% is fifty year olds and above.

Most respondents are from race group Chinese and Malay which occupied 44.79% and 39.06% respectively in this research. Indian respondents consist of 16.15%. There is 57.29% of respondents in marital status and 42.71% of respondents is single.

Within six education levels, majority respondents are Bachelor's Degree holders (50.78%). Other education level respondents are relatively lesser than Bachelor's Degree education level. In descending order, target respondents involved 18.75% Diploma holders, 13.02% SPM holders, 8.59% Master Degree holders, and 7.81% STPM holders. In least, there are four respondents with other education level and in the percentage of 1.04%.

There are six monthly income groups. There is 30.47% respondents received RM2,001 to RM3,000 every month. 19.53% of respondents received RM3,001 to RM4,000 and 18.75% of respondents received RM4,001 to RM5,000 and 13.28% of respondents received within RM1,001 to RM2,000. There is 10.16% of respondents' monthly income reached above RM5,000. On the other side, 7.81% respondents received less than RM1,000 income per month.

153 respondents (39.84%) who participated in this questionnaire have one to five years working experience in manufacturing industry. Followed by 94 respondents (24.48%) with six to ten years of working experience, 75

respondents (19.53%) less than one year working experience, 62 respondents (16.15%) are senior workers who held five years more working experience in manufacturing industry.

5.1.2 Central Tendencies Measurement of Construct

Table 5.1 Central Tendencies Measurement of Construct

Variables	Mean		Standard Deviation	
	Highest	**Lowest**	**Highest**	**Lowest**
Perceived Organizational Support (POS)	3.68750	3.41927	1.20002	1.13857
Jos Satisfaction	3.61719	3.08854	1.30573	1.11905
Leader-Member Exchange (LMX)	3.70833	3.57813	1.14675	1.08880
Work-Life Balance	3.66406	3.49740	1.25146	1.10028
Turnover Intention	2.94531	2.31510	1.40164	1.21349

Source: Developed for the research

5.1.3 Scale Measurement

5.1.3.1 Reliability Test

Regarding to the reliability test of full study that involved 384 respondents, all variables are reliable with coefficient alpha values higher than 0.60. The coefficient alpha value of TI is 0.931320. While the coefficient alpha values

of the IVs are POS (0.933586), JS (0.829589), LMX (0.900179), and WLB (0.899606). The result of reliability test indicates that the dependent and independent variables of this study have good and highly reliable.

5.1.4 Summary of Inferential Analyses

5.1.4.1 Pearson Correlation Coefficient

From this study, the variable that has the most significant value is JS with -0.78315 and followed by POS, LMX and WLB with significant value of -0.75963, -0.75927 and -0.69579. The result from this Pearson Correlation Coefficient has showed that the values of JS, POS, LMX fall within range of ±0.71 to ±0.90 which indicate that there are good relationship with TI. While the value of WLB has showed a moderate relationship with TI as its value fell under the range of ±0.41 to ±0.70. Thus, from overall, all IVs have a significant relationship with DV.

5.1.4.2 Multiple Linear Regression Analysis

The multiple linear regression showed that the value of R square is 0.7025 which is 70.25%. This 70.25% means that 70.25% of the DV of this study which is TI can be explained by the four IVs (POS, JS, LMX and WLB). At the same time, the 29.75% of TI is explained by other factors. Besides, the p-value is < .0001 which is less than alpha value of 0.05. This indicates that the relationship between POS, JS, LMX, WLB and TI are significant.

Result of multiple linear regression can be summarized by using multiple regression equation which is

$Y = a + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4$

Turnover Intention= 6.44932-0.26408 (POS) -0.42612 (JS) -0.24370 (LMX) -0.17168 (WLB)

Based on this multiple regression equation, JS (0.42612) is the highest on contribute to the variation of DV (TI) and followed by POS variable (0.26408). The variable that has third highest contribution to the variation of TI is LMX with the value of 0.24370. The WLB has the least influence power on TI with value of 0.17168. The overall result has showed that all IVs have negative relationship with DV.

5.2 Discussion of Major Findings

Table 5.2: Summary of Hypothesis Testing Results

No. of Hypothesis	Hypothesis Statement	Result	Supported
Hypothesis 1	H_0: There is no significant relationship between perceived organizational support (POS) and employee's turnover intention.	r= -0.75963 p= <.0001 ($p < 0.05$)	Rejected H_0 and accepted H_1 (Support H_1)
	H_1: There is a significant relationship between perceived organizational support (POS) and employee's turnover intention.		

Hypothesis 2	H_0: There is no significant relationship between job satisfaction and employee's turnover intention. H_1: There is a significant relationship between job satisfaction and employee's turnover intention.	r= -0.78315 p= < .0001 ($p < 0.05$)	Rejected H_0 and accepted H_1 (Support H_1)
Hypothesis 3	H_0: There is no significant relationship between leader-member exchange (LMX) and employee's turnover intention. H_1: There is a significant relationship between leader-member exchange (LMX) and employee's turnover intention.	r= -0.75927 p= < .0001 ($p < 0.05$)	Rejected H_0 and accepted H_1 (Support H_1)
Hypothesis 4	H_0: There is no significant relationship between work-life balance and employee's turnover intention. H_1: There is a significant relationship between work-life balance and employee's turnover intention.	r= -0.69579 p= < .0001 ($p < 0.05$)	Rejected H_0 and accepted H_1 (Support H_1)
Hypothesis 5	H_0: The four independent variables (perceived organizational support (POS), job satisfaction, leader-member exchange (LMX) and work-life balance) are not significantly explain the variances of employee's turnover intention. H_1: The four independent variables (perceived organizational support (POS), job satisfaction, leader-member exchange (LMX) and work-life balance) are significantly explain the variances of employee's turnover intention.	R^2= 0.7025 p= < .0001 ($p < 0.05$)	Rejected H_0 and accepted H_1 (Support H_1)

Source: Developed for the research

5.2.1 Relationship between Perceived Organizational Support (POS) and Turnover Intention

Based on Table 5.2, H_1 is supported by the result as p-value is < .0001 which is less than alpha value of 0.05. This indicates that the relationship between POS and TI are significant.

Besides, the results from chapter 4 also indicated that the relationship between POS and TI has negative correlation coefficient with a value of -0.75963 which fall under the range of ±0.71 to ±0.90.

The research results confirmed the points of Ertürk and Vurgun (2015) which mentioned POS has strong and negative relationship towards TI. According to Islam et al., (2013), researchers found that POS had significant and negative relationship with TI. Supports provided by organization are able to increase employee's loyalty and changing their intention to leave. Besides, TI can be easily observed when an employee perceived poor support from the employer will result in the declination of the positive work mood and emotional in the organization (Hussain & Asif, 2012). Furthermore, it is reasonable to expect that the less the POS, the employees will have high TI (Akgunduz & Sanli, 2017).

5.2.2 Relationship between Job Satisfaction and Turnover Intention

Based on Table 5.2, H_1 is supported by the result as p-value is < .0001 which is less than alpha value of 0.05. This indicates that the relationship between JS and TI are significant.

Besides, the results from chapter 4 also indicated that the relationship between JS and TI has negative correlation coefficient with a value of -0.78315 which fall under the range of ±0.71 to ±0.90.

Based on the research findings of Roshidi (2014), the researcher found that there is a negative and significant relationship between JS and TI. The researcher concluded that the employee's TI will decrease when the employees experienced JS. Another research finding also stated that there is a negative relationship between JS and TI which explained that an increase in the level of TI may lead by a decrease in the level of JS (Aydogdu & Asikgil, 2011). A full empirical support had been found by the researchers in their study showed that JS has a strongly negative relationship with TI. An individual is being motivated to withdraw from their job due to an unpleasant feeling that generated from poor JS. An employee who has high JS will eventually seek the job into his or her center of life interests (Tziner et al., 2014). The same result supported by Shah and Jumani (2015) which also concluded that there is a strong relationship between JS and TI and the result is significant.

5.2.3 Relationship between Leader-Member Exchange (LMX) and Turnover Intention

Based on Table 5.2, H_1 is supported by the result as p-value is < .0001 which is less than alpha value of 0.05. This indicates that the relationship between LMX and TI are significant.

Besides, the results from chapter 4 indicated the relationship between LMX and TI has negative correlation coefficient with a value of -0.75927 which fall under the range of ±0.71 to ±0.90.

The result was consistent with Ertürk and Vurgun (2015) which mentioned the strong relationship. The result supports the research of Liu et al., (2013) and Ahmed et al., (2013) that there is a significant relationship between LMX and employee's TI. Within two-ways relationship exchange, high-quality LMX is able to build psychological contract for leader and follower, therefore enriched the employee psychological empowerment. Employee psychological empowerment motivates employees to work. Reduction in negative work-related attitudes leads to reduction in negative unwanted emotions such as TI and be more committed to work. Employee intention to leave will be decreased with LMX which enables employees to engage more in work. The relationship between LMX and employee TI shows in negative way, which supports the research of Adil and Awais (2016) and Hwang et al., (2016).

5.2.4 Relationship between Work-life Balance and Turnover Intention

Based on Table 5.2, H_1 is supported by the result as p-value is < .0001 which is less than alpha value of 0.05. This indicates that the relationship between WLB and TI are significant.

Besides, the results from chapter 4 also indicated that the relationship between WLB and TI has negative correlation coefficient with a value of -0.69579. There was a moderate relationship between these two variables as the result fall under the range of ±0.41 to ±0.70.

According to the finding of Cao, Chen, and Song (2013), they stated that WLB and employee's TI had a negative relationship. The negative relationship can be referred as if an employees can possess the high level of WLB, he/she have a lower TI (Bandekar & Krishna, 2015). Besides that, in the research of Seyrek and Turan (2017), they declared that the TI of employees will be lowered if there is a balance or no disputing between the work and personal life of employees. Furthermore, more support of the WLB will generate the lower TI (Ertas, 2015). However, based on the research of Javed et al., (2014), they declared that WLB has no significant relationship with TI. Instead of WLB, employees may raise intention to leave their organization because of job stress. Thus, the moderate level of result can be explained as although WLB has direct negative relationship with TI but the influence may not be strong as other variables since the impact can be weaker by existence of job stress.

5.3. Implications of the study

5.3.1 Managerial Implications

5.3.1.1 Perceived Organizational Support (POS)

As Hussain and Asif (2012) mentioned that a great POS will stimulate the employee belongingness towards which able to reduce the intention to leave. Manufacturing managers could pay attention on create and enhance employee belongingness stimulation to prevent the employee from leaving. Management can try to give the support that tailored to individual employee needs. When the employee perceived high level of support from different aspects such as social support and emotional support, they will perceive a kind of belongingness and intend to stay in organization. As Waardenburg (2016) said the TI related to organization belongingness is depends on characteristics of organization. Once the employee received supports, they will perceive the support as favorable characteristics of organization. The employees will be less likely to seek and accept job offer in alternative organization when there is high POS (Tuzun & Kalemci, 2012).

5.3.1.2 Job Satisfaction

According to the result from the research, the employees who derived in high JS may result in low TI. JS can be improved through an effective leadership and a fair and supportive working environment in order to reduce TI (Tziner et al., 2014). JS is a dominant factor that helps the organization to measure the employee's performance in relation to their jobs. The factors that may increase in JS of an employee includes encouraging employee to participate in decision making process and provide better working condition and flexible working hours, fairly paid and treated, clear job description and so forth (Aydogdu & Asikgil, 2011). Satisfied employees are more jobs committed to the organization which may lead to low TI and reduce turnover. The managers must understand that different employees has different kinds of needs and expectations, therefore, by providing them a happy and motivated working condition, fairly paid salary and flexible working hours can enhance JS and reduce employee's TI in manufacturing industry.

5.3.1.3 Leader-Member Exchange (LMX)

A superior quality of social exchange relationship is vital to achieve the high point of individual, group, and organizational outcomes. Therefore, managers in manufacturing industry should concern in monitoring the exchange association with employees in both individual and team level. Adil and Awais (2016) emphasized that obtaining high quality of LMX relationship able to eliminate the power distance between supervisor and employee to look for career growth. Employees willing to involve in communication that foster the

information sharing such as their work-related issues and creative ideas since they believe supervisor will understand and grant them with access to resources needed. Career growth can be reached by preferences, priorities, and recommendations. Harmonious atmosphere give employee intention for staying.

Maintaining good relationship between supervisor and employee in manufacturing industry enabled both parties dissolve issues and conflicts more effectively. With good communication fostered from high quality LMX, employees can understand better supervisor's instructions and relative work expectations to them. Therefore, the manufacturing employee TI can be reduced and work productivity can be enhanced.

5.3.1.4 Work-life Balance

According to the result, WLB has a significant relationship to the TI. High WLB will reduce the TI. In the workplace, when employees able to make an equilibrium between their work and personal life, the conflict that appear between work and life will be reduced as well as the TI. In order to reduce the TI, organization must provide employees a flexible working time, so they can reach a balance in between work and personal life.

Besides, based on the research of Grandi (2012), a lot of organizations should carry out the orientation of WLB to help their employees in managing their diverse requirement on time and at the same time help the organization to retain their employees. Additionally, employees feel less stress and low

intention to leave when they enjoy their working life. Besides, job rotation is necessary for an organization to ensure the employees are satisfied and no intention for leaving in the condition of WLB. This is because job rotation allows employees to exchange their job by choosing their preferred working days or change the roster on a fair rotation to increase their flexibility of time schedule and achieve balance between their work and personal life (Wong & Ko, 2009).

5.4 Limitation of study

In this study, the POS, JS, LMX, and WLB were found to have significant relationship on manufacturing employee's TI. However, there were some limitations existed as obstacles for researchers to obtain better and more reliable data.

Statistics provided by Department of Statistics Malaysia (DOSM) were considered to be too old and there were no any updates from government. Researchers had tried the best to contact with DOSM and confirmed it. The reason behind was government has no enough research budget for this field. This factor is considered a constraint for researchers in information surfing progress and obtaining more reliable and updated statistics data.

In this research, the targeted states are Selangor, Penang, and Johor. Researchers are unable to investigate manufacturing companies state by state due to the cost and time constraints. So, researchers' final decision was to target the states with highest quantity of manufacturing companies.

Another limitation encountered by researchers is questionnaires distribution. Majority respondents were reached via email. Some respondents's enquiry were answered by phone. Some respondents are honest enough to reject the participation due to management supervision upon the questionnaire's answers which might cause the bias in answers. Researchers obtained higher response rate using drop-off questionnaire distribution. However, researchers were unable to do all drop-off questionnaire distribution due to the time and travel budget constraint.

5.5 Recommendations for further research

Based on research, warm recommendations are prepared sincerely for researchers who may have research interest on the relevant topic in the future. Recommendations are given based on the current limitations encountered.

The future researchers are suggested to study on more states as this research covered only Selangor, Penang, and Johor. Different states may reflect more employees' TI patterns in the manufacturing industry. Future researchers can travel to respondent's company to conduct face-to-face interview or more drop-off questionnaire distribution are suggested to reduce the times of failure in collecting questionnaire data, in case the researchers have enough research fund and time.

For further research, future researchers are suggested to try on other variables besides this research variables. Other variables may be influential for manufacturing employee TI which able to reduce the country's employee turnover rate and save human resource burden for manufacturing firms.

5.6 Conclusion

With the completion of this research, understanding for POS, JS, LMX, and WLB towards employee's TI in manufacturing industry can be fostered and enhanced. The research output rectified the negative and significant impact of POS, JS, LMX, and WLB on employee's TI. The research provides the industry companies some directions upon the improvement of employee's turnover issue.

Manufacturing companies can take POS, JS, LMX, and WLB into consideration to adjust the employee treatments in the term of financial and non-financial ways to retain the valuable labor sources in company to stay productive and competitively.

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APPENDIX

Appendix A

Perceived organizational support (POS) and turnover intention

Country	Journal Title &Author	Industry
Foreign Countries	Turnover intention and performance in China: The role of positive affectivity, Chinese values, perceived organizational support and constructive controversy. **(Chun, Alfred, & Tjosvold, 2010)**	Manufacturing (China)
	The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process **(Allen, Shore, & Griffeth, 2003)**	Insurance
	The mediating roles of leader–member exchange and perceived organizational support in the role stress–turnover intention relationship among child welfare workers: A longitudinal analysis **(Kim & Barak, 2014)**	child welfare service
	The effects of perceived organizational support, perceived supervisor support and intra-organizational network resources on turnover intentions A study of Chinese employees in multinational Enterprises **(Alexander,Thanacoody, & Wendy, 2014)**	Service (China)
	Perceived organisational support, job involvement and turnover intention in lean production in Sri Lanka **(Wickramasinghe & Wickramasinghe, 2011)**	Manufacturing (Sri Lanka)
	Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support **(Loi, Ngo, & Sharon, 2005)**	Law firms (Hong Kong)
	The influence of organizational learning culture and perceived organizational support on employees' affective commitment and turnover intention **(Islam, Ahmed, & Ahmad, 2015)**	Bank (Pakistan)
	The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels (**Akgunduz & Sanli, 2017)**	Hospitality

Malaysia	Linking Career Development Practices to Turnover Intention: The Mediator of Perceived Organizational Support **(Foong & Tan, 2008)**	finance, information technology (IT), engineering, and education
	Turnover intention: The influence of perceived organization support and organization commitment **(Islam, Rehman, Ahmad, Ali, Ahmed, & Bowra, 2013)**	Banking

Job satisfaction and turnover intention

Country	Journal Title &Author	Industry
Foreign Countries	Job satisfaction and turnover in the Chinese retail industry **(Tian-Foreman, 2009)**	Retail (China)
	Predictors of turnover intentions of highly educated employees in the hospitality industry **(Blomme, Tromp, & Rheede, 2008)**	Hospitality
	The influences of job satisfaction and organizational commitment on turnover intention **(Tnay, Othman, Siong, & Omar Lim, 2013)**	Production
	A relationship between job satisfaction and turnover intention in information technology sector **(Sandhar & Verma, 2017)**	Information Technology (India)
	Effect of Job Satisfaction on Turnover Intention: An Empirical Investigation on Nigerian Banking Industry **(Ibrahim, Hilman, & Kaliappen, 2016)**	Banking (Nigeria)
	Impact of Job Satisfaction on Turnover Intentions in the Pharmaceutical Industry of Karachi **(Ghayas & Siddiqui, 2012)**	Pharmaceutial (Pakistan)
	Job Satisfaction, Affective Commitment, and Turnover Intentions among Front Desk Staff: Evidence from Pakistan **(Mehmood, Ungku Ahmad, Irum, & Ashfaq, 2016)**	Banking (Pakistan)
Malaysia	Turnover Intentions of Lecturers in Private Universities in Malaysia **(Rathakrishnan, Ng, & Tee, 2016)**	Education
	Job Satisfaction and Turnover Intention of Malaysian Lecturers: Public vs. Private **(Azalea & Lin, 2015)**	Education

	Job Satisfaction, Organizational Commitment, and Turnover Intention: A Case Study on Employees of a Retail Company in Malaysia **(Salleh, Nair, & Harun, 2012)**	Retail
	Overcoming Staff Turnover in the Hospitality Industry using Mobley's Model **(AlBattat, Mat Som, & Helalat, 2013)**	Hospitality

Leader-member exchange and turnover intention

Country	Journal Title &Author	Industry
Foreign Countries	Improving the turnover intention of tourist hotel employees: transformational leadership, leader–member exchange, and psychological contract breach **(Chen & Wu, 2017)**	Tourist Hotel
	Leader–member exchange (LMX) in context: How LMX differentiation and LMX relational separation attenuate LMX's influence on OCB and turnover intention **(Harris, Li, & Kirkman, 2014)**	Manufacturing, electronics, telecommunication , and hotels
	The mediating role of inclusion: A longitudinal study of the effects of leader–member exchange and diversity climate on job satisfaction and intention to leave among child welfare workers **(Brimhall, Lizano, & Mor Barak, 2014)**	Public child welfare sector
	Temporal issues in person-organization fit, person-job fit and turnover: The role of leader-member exchange **(Boon & Biron, 2016)**	Health care
	Multilevel model of management support and casino employee turnover intention **(Li, Kim, & Zhao, 2017)**	Casino
	An Examination of Leader–Member Exchange (LMX) Agreement Between Employees and Their Supervisors and its Influence on Work Outcomes **(Kim, Poulston, & Sankaran, 2016)**	Hospitality
	A multilevel investigation on nursing turnover intention: the cross-level role of leader-member exchange **(Portoghese, Galletta, Battistelli, & Leiter, 2014)**	Nursing

	Effect of Leader-Member Exchange, Interpersonal Relationship, Individual Feeling of Energy and Creative Work Involvement towards Turnover Intention: A Path Analysis using Structural Equation Modeling (**Adil & Awais, 2016)**	Manufacturing
	The effect of leader-member exchange on turnover intention and organizational citizenship behavior: The mediating role of meaningful work **(Ozdevecioglu, Demirtas, & Kurt, 2015)**	Manufacturing
Malaysia	Influence of organizational rewards on organizational commitment and turnover intentions **(Nazir, Shafi, Qun, Nazir, & Tran, 2016)**	Hotel
	Organizational learning culture and leader-member exchange quality **(Islam, Rehman Khan, Ahmad, & Ahmed, 2013)**	Banking

Work-life balance and turnover intention

Country	Journal Title & Author	Industry
Foreign Countries	Work-life balance, job satisfaction and turnover intention amongst information technology employees **(Oosthuizen, Coetzee, & Munro, 2016)**	Information Technology (South African)
	The Influence of Work Life Balance on Turnover Intention in Private Hospitals: The Mediating Role of Work Life Conflict **(Suifan, Abdallah, & Diab, 2016)**	Medical (Jordan)
	Work-Life Balance and Organizational Productivity: An Evaluation of Work-Life Inhibiting Factors on the Productivity of Employees in Agricutural Sector in Nigeria **(Emeka, 2014)**	Agricutural (Nigeria)
	Correlates of employee turnover intentions in oil and gas industry in the UAE **(Harhara, Singh, & Hussain, 2015)**	Oil and gas (United Arab Emirates)

	Effect of Role Conflict, Work Life Balance and Job Stress on Turnover Intention: Evidence from Pakistan **(Javed, Khan, Yasir, Aamir, & Ahmed, 2014)**	Banks (Pakistan)
	Turnover Intentions Of Indian IT Employees – An Evaluation Of Personal Factors **(Mohan, 2014)**	Information Technology (India)
	Does Total Rewards Reduce the Core Employees' Turnover Intention? **(Cao, Chen, & Song, 2013).**	Manufacturing (China)
	Determinants of Turnover Intention of Sewing Machine Operators: Case from leading Apparel Company **(Liyanage & Galhena, 2014)**	Garment (Sri Lanka)
Malaysia	Work-Life Balance and Intention to Leave among Academics in Malaysian Public Higher Education Institutions **(Noor, 2011)**	Education
	Determinants of Turnover Intention among Employees **(Arshad & Puteh, 2015)**	Manufacturing

Appendix B: Permission letter for conducting survey

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

20th April 2017

To Whom It May Concern,

Dear Sir/Madam,

Permission to Conduct Survey

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

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

The students are as follows:

Name of Student	Student ID
Chan Su Hui	14ABB06855
Lae Siew Yen	14ABB06977
Chok Shan Yee	14ABB06271
Lam An Chie	14ABB06850
Lee Chia Yi	13ABB04146

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

Thank you.

Yours sincerely,

.....
Mr Choong Yuen Onn
Head of Department,
Faculty of Business and Finance
Email: choongyo@utar.edu.my

.....
Cik Khairunnisa Binti Ishak
Supervisor,
Faculty of Business and Finance
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Address: Jalan Sg. Long, Bandar Sg. Long, Cheras, 43000 Kajang, Selangor D.E. **Postal Address:** P O Box 11384, 50744 Kuala Lumpur, Malaysia
Tel: (603) 9086 0288 **Fax:** (603) 9019 8868 **Homepage:** http://www.utar.edu.my

Appendix C: Questionnaire

UNIVERSITI TUNKU ABDUL RAHMAN

Faculty of Business and Finance

BACHELOR OF BUSINESS ADMINISTRATIONS (HONS)

FINAL YEAR PROJECT

Title of Topic:

A STUDY ON THE IMPACT OF PERCEIVED ORGANISATIONAL SUPPORT, JOB SATISFACTION, LEADER-MEMBER EXCHANGE (LMX) AND WORK-LIFE BALANCE ON EMPLOYEE'S TURNOVER INTENTION IN MANUFACTURING INDUSTRY, MALAYSIA

Dear Respondent:

We are final year undergraduate student of Bachelor of Business Administration (Hons), from Universiti Tunku Abdul Rahman (UTAR). We are currently doing our research proposal with title "The impact of perceived organizational support, job satisfaction, leader-member exchange (LMX) and work-life balance on employee's turnover intention in manufacturing industry, Malaysia".

The purpose of this research is to identify the significant relationship between the variables which are perceived organizational support, job satisfaction, leader-member exchange (LMX) and work-life balance towards turnover intention in manufacturing industry. This research is conducted to ensure that turnover intention of the manufacturing industry will be frustrated with the identified impacts.

This questionnaire consists of 3 parts. Part A is the personal details of the respondents, part B is about the general information of turnover intention, and part C is about the impacts that influence the turnover intention of manufacturing industry in Malaysia.

Please answer all the questions provided. Thank you for your co-operation and willingness to answer the questionnaire. Your responses will be kept confidential and used solely for academic purposes.

Research Project Team Member's Details:

NAME	**STUDENT ID**	**CONTACT NUMBER**
CHAN SU HUI	14ABB06855	016-5168125
CHOK SHAN YEE	14ABB06271	010-9544928
LAE SIEW YEN	14ABB06977	014-3444271
LAM AN CHIE	14ABB06850	016-5289403
LEE CHIA YI	13ABB04146	016-5982002

Part A: Personal Details Bahagian A: Maklumat Peribadi

Please select for the appropriate answer. Sila memilih jawapan yang sesuai.

1. Gender:
   Jantina:

   Male
   Lelaki ☐

   Female
   Perempuan ☐

2. Age group:
   Umur:

   Below 20
   20 ke bawah ☐

   20 - 29 ☐

   30 - 39 ☐

40 – 49 ☐

50 and above ☐
50 ke atas

3. Race group:
Kaum:

Chinese ☐
Cina

Malay ☐
Melayu

Indian ☐
India

Others:
Lain-lain: _____

4. Marital status:
Status perkahwinan:

Single ☐
Bujang

Married ☐
Berkahwin

Others:
Lain-lain: _____

5. Education Level:
Peringkat pendidikan:

SPM ☐

STPM ☐

Diploma ☐
Diploma

Bachelor's Degree ☐
Ijazah Sarjana Muda

Master Degree ☐
Ijazah Sarjana

Others:
Lain-lain: _____

6. Monthly income level:
Pendapatan bulanan:

Below RM1, 000 ☐
RM1,000 ke bawah

RM1, 001 – RM2, 000 ☐

RM2, 001 – RM3, 000 ☐

RM3, 001 – RM4, 000 ☐

RM4, 001 – RM5, 000 ☐

Above RM5, 000 ☐
RM5,000 ke atas

7. How long have you been working in the manufacturing industry:
Sudah berapa lama anda berkerja dalam industri pembuatan?

Less than 1 year ☐
Kurang daripada 1 tahun

1-5 years ☐

6-10 years ☐

More than 10 years ☐
Lebih daripada 10 tahun

Part B: Assessment on Turnover Intention

The following set of questionnaire related to the employee's turnover intention in manufacturing industry, Malaysia. This survey is solely used for a research purpose. Please circle the number that best reflects your opinions about the statement.

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

(1) It is likely that I will actively look for a new job this year. *Saya berkemungkinan akan mencari pekerjaan baru dalam tahun ini.*	1	2	3	4	5
(2) I often think about quitting. *Saya sering berfikir untuk berhenti kerja.*	1	2	3	4	5
(3) I will probably look for a new job in the next Year. *Saya berkemungkinan akan mencari pekerjaan baru dalam tahun hadapan.*	1	2	3	4	5
(4) I am probably going to be working for another company in a year. *Saya berkemungkinan akan bekerja dengan syarikat lain untuk tahun berikutnya.*	1	2	3	4	5
(5) I do not think I will spend my entire career with this organization. *Saya tidak rasa saya akan meluangkan seluruh kerjaya saya dalam organisasi ini.*	1	2	3	4	5

Part C: Assessment on Impacts of Independent Variables to Turnover Intention

The following set of questionnaire related to the impacts of perceived organizational support, job satisfaction, leader-member exchange, and work-life balance to turnover intention of manufacturing industry in Malaysia. Please circle the number which best reflects your opinions about the statement.

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

Part 1: Perceived Organizational Support (POS)

POS refer to the extent of employee can feel the company and management value his/her personal contributions to company in term of supportive treatments and benefits.

(1) My company cares about my opinions. *Syarikat saya mengambil berat akan pendapat-pendapat saya.*	1	2	3	4	5
(2) My company really cares about my well-being. *Syarikat saya sangat mengambil berat keadaan saya.*	1	2	3	4	5
(3) My company strongly considers my goals and values. *Syarikat saya sangat mengambil kira matlamat dan nilai-nilai saya*.	1	2	3	4	5
(4) My company would help me when I have problem. *Syarikat saya akan membantu saya apabila saya menghadapi masalah.*	1	2	3	4	5
(5) My organization would forgive an honest mistake on my part.	1	2	3	4	5

Organisasi saya akan memaafkan kesilapan saya yang tidak disengajakan.	

Part 2: Job Satisfaction

Job satisfaction indicates how much an employee likes his/her job and satisfies with his/her current job contents and tasks.

(1) Generally speaking, I am very satisfied with this job. *Secara umumnya, saya berpuas hati dengan pekerjaan ini.*	1	2	3	4	5
(2) I am generally satisfied with the kind of work I do in this job. *Saya berpuas hati dengan jenis kerja yang saya lakukan dalam perkerjaan ini.*	1	2	3	4	5
(3) I am fairly compensated. *Saya menerima pampasan yang adil.*	1	2	3	4	5
(4) My break times are adequate. *Masa rehat saya adalah mencukupi.*	1	2	3	4	5
(5) There is opportunity for advancement *Ada peluang untuk kenaikan pangkat.*	1	2	3	4	5

Part 3: Leader-Member Exchange (LMX)

LMX is a leadership theory focused on the exchange relationship between leader and follower. Good quality of LMX can improve follower's work performance.

(1) I know how satisfied my leader is with what I do. *Saya tahu setakat mana ketua saya akan berpuas hati dengan apa yang saya lakukan.*	1	2	3	4	5
(2) My leader understands well my job problems and needs. *Ketua saya sangat memahami masalah dan keperluan saya dalam kerja.*	1	2	3	4	5
(3) My leader recognizes well my potential. *Ketua saya mengetahui potensi saya dengan baik.*	1	2	3	4	5
(4) My leader uses his/her power to help me solve problems in my work regardless of how much formal authority he/she has built into his/her position. *Ketua saya akan menggunakan kuasanya untuk membantu saya menyelesaikan masalah dalam kerja saya tanpa mengira berapa banyak kuasa formal dia dalam kedudukannya.*	1	2	3	4	5
(5) My leader will bail me out at his/her expense regardless of how much formal authority he/she has built into his/her position. *Walaupun ketua saya mempunyai kedudukan yang tinggi, dia akan menyelamatkan saya dari kesusahan tanpa mengisahkan kerugiannya.*	1	2	3	4	5

Part 4: Work-life Balance

Work-life balance is achieved with the equivalent between work (job tasks and career) and lifestyle (family, leisure, spiritual and physical health).

(1) There is a good fit between my personal life and work life. *Saya dapat mencapai keseimbangan antara kehidupan peribadi saya dengan kerja saya.*	1	2	3	4	5
(2) There is a good fit between my family life and work life. *Saya dapat mencapai keseimbangan antara keluarga saya dengan kerja saya.*	1	2	3	4	5
(3) There is a good fit between my job and my personal health. *Saya dapat mencapai keseimbangan antara kerja saya dengan kesihatan saya.*	1	2	3	4	5
(4) I am able to do my job and not burnout. *Saya dapat menghabiskan kerja saya tanpa tekanan.*	1	2	3	4	5
(5) My work offers schedule flexibility. *Pekerjaan saya menawarkan jadual yang fleksibel.*	1	2	3	4	5

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1. The purposes for which your personal data may be used are inclusive but not limited to:-
   - For assessment of any application to UTAR
   - For processing any benefits and services
   - For communication purposes
   - For advertorial and news
   - For general administration and record purposes
   - For enhancing the value of education
   - For educational and related purposes consequential to UTAR
   - For the purpose of our corporate governance
   - For consideration as a guarantor for UTAR staff/ student applying for his/her scholarship/ study loan

2. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorise and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.
2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfill our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.
3. You may access and update your personal data by writing to us at suhui1207@utar.edu.my.

Thank you for your time, opinion and comments.
~ The End ~

Appendix D: Pilot Test's Reliability

Pilot Study

Turnover Intention

Reliability of Turnover Intention

The CORR Procedure

5 Variables: Turnover Intention Q1 Turnover Intention Q2 Turnover Intention Q3 Turnover Intention Q4 Turnover Intention Q5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Turnover Intention Q1	30	2.76667	1.19434	83.00000	1.00000	5.00000	Turnover Intention Q1
Turnover Intention Q2	30	3.23333	1.59056	97.00000	1.00000	5.00000	Turnover Intention Q2
Turnover Intention Q3	30	2.83333	1.28877	85.00000	1.00000	5.00000	Turnover Intention Q3
Turnover Intention Q4	30	3.16667	1.44039	95.00000	1.00000	5.00000	Turnover Intention Q4
Turnover Intention Q5	30	3.26667	1.41259	98.00000	1.00000	5.00000	Turnover Intention Q5

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.893075
Standardized	0.896443

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
Turnover Intention Q1	0.707372	0.877992	0.711627	0.880990	Turnover Intention Q1
Turnover Intention Q2	0.755126	0.868172	0.753277	0.871816	Turnover Intention Q2
Turnover Intention Q3	0.844311	0.847922	0.847658	0.850401	Turnover Intention Q3
Turnover Intention Q4	0.695990	0.879571	0.699380	0.883655	Turnover Intention Q4
Turnover Intention Q5	0.717816	0.874348	0.713111	0.880666	Turnover Intention Q5

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

	Turnover Intention Q1	Turnover Intention Q2	Turnover Intention Q3	Turnover Intention Q4	Turnover Intention Q5
Turnover Intention Q1	1.00000	0.57421	0.73556	0.58463	0.54913

Perceived Organizational Support (POS)

Reliabiltiy of Perceived Organizational Support

The CORR Procedure

5 Variables: POS Q1 POS Q2 POS Q3 POS Q4 POS Q5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
POS Q1	30	3.26667	1.11211	98.00000	1.00000	5.00000	POS Q1
POS Q2	30	3.23333	1.04000	97.00000	1.00000	5.00000	POS Q2
POS Q3	30	3.23333	1.07265	97.00000	1.00000	5.00000	POS Q3
POS Q4	30	3.40000	1.06997	102.00000	1.00000	5.00000	POS Q4
POS Q5	30	3.40000	0.85501	102.00000	2.00000	5.00000	POS Q5

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.903688
Standardized	0.903255

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
POS Q1	0.809204	0.871397	0.803784	0.871942	POS Q1
POS Q2	0.824328	0.868065	0.817281	0.868970	POS Q2
POS Q3	0.848084	0.862297	0.850166	0.861658	POS Q3
POS Q4	0.686117	0.898489	0.684446	0.897473	POS Q4
POS Q5	0.642034	0.905994	0.642188	0.906199	POS Q5

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

	POS Q1	POS Q2	POS Q3	POS Q4	POS Q5
POS Q1	1.00000	0.80895	0.78433	0.60277	0.53672

Job Satisfaction

Reliability of Job Satisfaction

The CORR Procedure

5 Variables: JS Q1 JS Q2 JS Q3 JS Q4 JS Q5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JS Q1	30	3.23333	1.13512	97.00000	1.00000	5.00000	JS Q1
JS Q2	30	3.50000	0.82001	105.00000	2.00000	5.00000	JS Q2
JS Q3	30	3.26667	0.86834	98.00000	2.00000	5.00000	JS Q3
JS Q4	30	3.50000	0.90019	105.00000	2.00000	5.00000	JS Q4
JS Q5	30	3.06667	1.04826	92.00000	1.00000	5.00000	JS Q5

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.678616
Standardized	0.700614

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
JS Q1	0.615191	0.530567	0.630697	0.574842	JS Q1
JS Q2	0.464550	0.618869	0.481106	0.641176	JS Q2
JS Q3	0.726233	0.503359	0.731606	0.526896	JS Q3
JS Q4	0.635499	0.539933	0.651367	0.565235	JS Q4
JS Q5	-.064269	0.834938	-.069689	0.841107	JS Q5

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

	JS Q1	JS Q2	JS Q3	JS Q4	JS Q5
JS Q1	1.00000	0.42603	0.66936	0.59056	-0.01352

Leader-Member Exchange (LMX)

Reliability of Leader-Member Exchange (LMX)

The CORR Procedure

5 Variables: LMX Q1 LMX Q2 LMX Q3 LMX Q4 LMX Q5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
LMX Q1	30	3.16667	1.01992	95.00000	2.00000	5.00000	LM X Q1
LMX Q2	30	3.33333	0.99424	100.00000	2.00000	5.00000	LMX Q2
LMX Q3	30	3.30000	1.08755	99.00000	1.00000	5.00000	LMX Q3
LMX Q4	30	3.40000	1.03724	102.00000	2.00000	5.00000	LMX Q4
LMX Q5	30	3.30000	1.05536	99.00000	2.00000	5.00000	LMX Q5

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.859588
Standardized	0.860287

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
LMX Q1	0.791228	0.800842	0.791320	0.801391	LM X Q1
LMX Q2	0.733225	0.816557	0.734380	0.816500	LMX Q2
LMX Q3	0.745310	0.811878	0.746535	0.813308	LMX Q3
LMX Q4	0.560528	0.859150	0.563639	0.859491	LMX Q4
LMX Q5	0.567162	0.858053	0.563640	0.859491	LMX Q5

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

	LMX Q1	LMX Q2	LMX Q3	LMX Q4	LMX Q5
LMX Q1	1.00000	0.75945	0.79274	0.48893	0.46452

Work-life Balance

Reliability of Work-life Balance

The CORR Procedure

5 Variables: WLB Q1 WLB Q2 WLB Q3 WLB Q4 WLB Q5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WLB Q1	30	3.43333	1.04000	103.00000	2.00000	5.00000	WLB Q1
WLB Q2	30	3.33333	0.99424	100.00000	2.00000	5.00000	WLB Q2
WLB Q3	30	3.30000	1.05536	99.00000	1.00000	5.00000	WLB Q3
WLB Q4	30	3.46667	1.04166	104.00000	1.00000	5.00000	WLB Q4
WLB Q5	30	3.20000	1.15669	96.00000	1.00000	5.00000	WLB Q5

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.787928
Standardized	0.794107

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
WLB Q1	0.497687	0.769435	0.506726	0.776246	WLB Q1
WLB Q2	0.837235	0.659963	0.840628	0.663702	WLB Q2
WLB Q3	0.687785	0.706966	0.689512	0.716966	WLB Q3
WLB Q4	0.475617	0.776267	0.481708	0.783937	WLB Q4
WLB Q5	0.386858	0.810087	0.387695	0.811960	WLB Q5

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

	WLB Q1	WLB Q2	WLB Q3	WLB Q4	WLB Q5
WLB Q1	1.00000	0.62251	0.47440	0.31618	0.15479

Appendix E: Actual Study's Reliability

Full Study

Turnover Intention

Reliability of Turnover Intention

The CORR Procedure

5 Variables:	TI 1	TI 2	TI 3	TI 4	TI 5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
TI 1	384	2.33854	1.21349	898.00000	1.00000	5.00000	TI 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
TI 2	384	2.59635	1.40164	997.00000	1.00000	5.00000	TI 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
TI 3	384	2.31510	1.23786	889.00000	1.00000	5.00000	TI 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
TI 4	384	2.42708	1.30270	932.00000	1.00000	5.00000	TI 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
TI 5	384	2.94531	1.34984	1131	1.00000	5.00000	TI 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.931320
Standardized	0.932757

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
TI 1	0.837247	0.912718	0.838733	0.914001	TI 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
TI 2	0.831579	0.913516	0.831341	0.915406	TI 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
TI 3	0.866844	0.906974	0.868806	0.908240	TI 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
TI 4	0.843995	0.910607	0.846894	0.912445	TI 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
TI 5	0.725248	0.933667	0.723222	0.935476	TI 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	TI 1	TI 2	TI 3	TI 4	TI 5
TI 1	1.00000	0.75599	0.81353	0.79029	0.63139
TI 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)		<.0001	<.0001	<.0001	<.0001
TI 2	0.75599	1.00000	0.76272	0.74243	0.70867
TI 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001		<.0001	<.0001	<.0001
TI 3	0.81353	0.76272	1.00000	0.83762	0.66351
TI 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001		<.0001	<.0001
TI 4	0.79029	0.74243	0.83762	1.00000	0.64437
TI 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001		<.0001
TI 5	0.63139	0.70867	0.66351	0.64437	1.00000
TI 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001	<.0001	

Perceived Organizational Support (POS)

Reliability of Perceived Organisational Support (POS)

The CORR Procedure

5 Variables:	POS 1	POS 2	POS 3	POS 4	POS 5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
POS 1	384	3.58333	1.19106	1376	1.00000	5.00000	POS 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
POS 2	384	3.48958	1.18736	1340	1.00000	5.00000	POS 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
POS 3	384	3.41927	1.19780	1313	1.00000	5.00000	POS 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
POS 4	384	3.64844	1.20002	1401	1.00000	5.00000	POS 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
POS 5	384	3.68750	1.13857	1416	1.00000	5.00000	POS 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.933586
Standardized	0.933482

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
POS 1	0.836032	0.915874	0.835762	0.915765	POS 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
POS 2	0.858603	0.911570	0.857991	0.911536	POS 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
POS 3	0.828521	0.917310	0.828288	0.917178	POS 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
POS 4	0.822078	0.918546	0.822088	0.918347	POS 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
POS 5	0.770956	0.927837	0.770910	0.927884	POS 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	POS 1	POS 2	POS 3	POS 4	POS 5
POS 1	1.00000	0.80003	0.74502	0.74486	0.69697
POS 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)		<.0001	<.0001	<.0001	<.0001
POS 2	0.80003	1.00000	0.79158	0.76064	0.69866
POS 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001		<.0001	<.0001	<.0001
POS 3	0.74502	0.79158	1.00000	0.73495	0.69365
POS 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001		<.0001	<.0001
POS 4	0.74486	0.76064	0.73495	1.00000	0.70670
POS 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001		<.0001
POS 5	0.69697	0.69866	0.69365	0.70670	1.00000
POS 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001	<.0001	

Job Satisfaction

Reliability of Job Satisfaction

The CORR Procedure

5 Variables: JS 1 JS 2 JS 3 JS 4 JS 5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
JS 1	384	3.61719	1.17272	1389	1.00000	5.00000	JS 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
JS 2	384	3.60677	1.11905	1385	1.00000	5.00000	JS 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
JS 3	384	3.48438	1.18068	1338	1.00000	5.00000	JS 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
JS 4	384	3.60938	1.19988	1386	1.00000	5.00000	JS 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
JS 5	384	3.08854	1.30573	1186	1.00000	5.00000	JS 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.829589
Standardized	0.833278

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
JS 1	0.690444	0.777662	0.697189	0.781425	JS 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
JS 2	0.717142	0.771733	0.721790	0.774248	JS 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
JS 3	0.592328	0.805236	0.590860	0.811490	JS 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
JS 4	0.661862	0.785518	0.665900	0.790432	JS 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
JS 5	0.496577	0.835962	0.495796	0.837083	JS 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	JS 1	JS 2	JS 3	JS 4	JS 5
JS 1	1.00000	0.71066	0.49821	0.57815	0.38027
JS 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)		<.0001	<.0001	<.0001	<.0001
JS 2	0.71066	1.00000	0.48641	0.64561	0.38663
JS 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001		<.0001	<.0001	<.0001
JS 3	0.49821	0.48641	1.00000	0.45459	0.44971
JS 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001		<.0001	<.0001
JS 4	0.57815	0.64561	0.45459	1.00000	0.40877
JS 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001		<.0001
JS 5	0.38027	0.38663	0.44971	0.40877	1.00000
JS 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001	<.0001	

Leader-Member Exchange (LMX)

Reliability of Leader-Member Exchange (LMX)

The CORR Procedure

5 Variables:	LMX 1	LMX 2	LMX 3	LMX 4	LMX 5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
LMX 1	384	3.64583	1.11930	1400	1.00000	5.00000	LMX 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
LMX 2	384	3.57813	1.14675	1374	1.00000	5.00000	LMX 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
LMX 3	384	3.60677	1.14443	1385	1.00000	5.00000	LMX 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
LMX 4	384	3.70833	1.09513	1424	1.00000	5.00000	LMX 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
LMX 5	384	3.60156	1.08880	1383	1.00000	5.00000	LMX 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.900179
Standardized	0.900090

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
LMX 1	0.750755	0.878460	0.749340	0.878624	LMX 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
LMX 2	0.790270	0.869639	0.789516	0.869793	LMX 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
LMX 3	0.758632	0.876772	0.757981	0.876737	LMX 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
LMX 4	0.730775	0.882754	0.731666	0.882459	LMX 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
LMX 5	0.728761	0.883184	0.729542	0.882918	LMX 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	LMX 1	LMX 2	LMX 3	LMX 4	LMX 5
LMX 1	1.00000	0.72340	0.66554	0.58861	0.58877
LMX 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)		<.0001	<.0001	<.0001	<.0001
LMX 2	0.72340	1.00000	0.69692	0.63152	0.62620
LMX 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001		<.0001	<.0001	<.0001
LMX 3	0.66554	0.69692	1.00000	0.61448	0.61361
LMX 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001		<.0001	<.0001
LMX 4	0.58861	0.63152	0.61448	1.00000	0.68183
LMX 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001		<.0001
LMX 5	0.58877	0.62620	0.61361	0.68183	1.00000
LMX 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001	<.0001	

Work-Life Balance

Reliability of Work-Life Balance

The CORR Procedure

5 Variables: WLB 1 WLB 2 WLB 3 WLB 4 WLB 5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
WLB 1	384	3.66406	1.10028	1407	1.00000	5.00000	WLB 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
WLB 2	384	3.49740	1.15394	1343	1.00000	5.00000	WLB 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
WLB 3	384	3.63802	1.11796	1397	1.00000	5.00000	WLB 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
WLB 4	384	3.60938	1.15101	1386	1.00000	5.00000	WLB 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
WLB 5	384	3.52083	1.25146	1352	1.00000	5.00000	WLB 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.899606
Standardized	0.900606

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables: Correlation with Total	Raw Variables: Alpha	Standardized Variables: Correlation with Total	Standardized Variables: Alpha	Label
WLB 1	0.797097	0.868108	0.797362	0.868916	WLB 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
WLB 2	0.789940	0.868909	0.792191	0.870062	WLB 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
WLB 3	0.731574	0.881700	0.733071	0.882984	WLB 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
WLB 4	0.713264	0.885621	0.711661	0.887582	WLB 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)
WLB 5	0.729905	0.883344	0.729910	0.883666	WLB 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	WLB 1	WLB 2	WLB 3	WLB 4	WLB 5
WLB 1	1.00000	0.74065	0.67989	0.61564	0.66592
WLB 1 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)		<.0001	<.0001	<.0001	<.0001
WLB 2	0.74065	1.00000	0.68638	0.63615	0.62470
WLB 2 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001		<.0001	<.0001	<.0001
WLB 3	0.67989	0.68638	1.00000	0.57160	0.58486
WLB 3 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001		<.0001	<.0001
WLB 4	0.61564	0.63615	0.57160	1.00000	0.63827
WLB 4 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001		<.0001
WLB 5	0.66592	0.62470	0.58486	0.63827	1.00000
WLB 5 (1=SD, 2=D, 3=N, 4=A, 5=SA, 999= Missing data)	<.0001	<.0001	<.0001	<.0001	

Appendix F: Demographic Profile's Frequencies

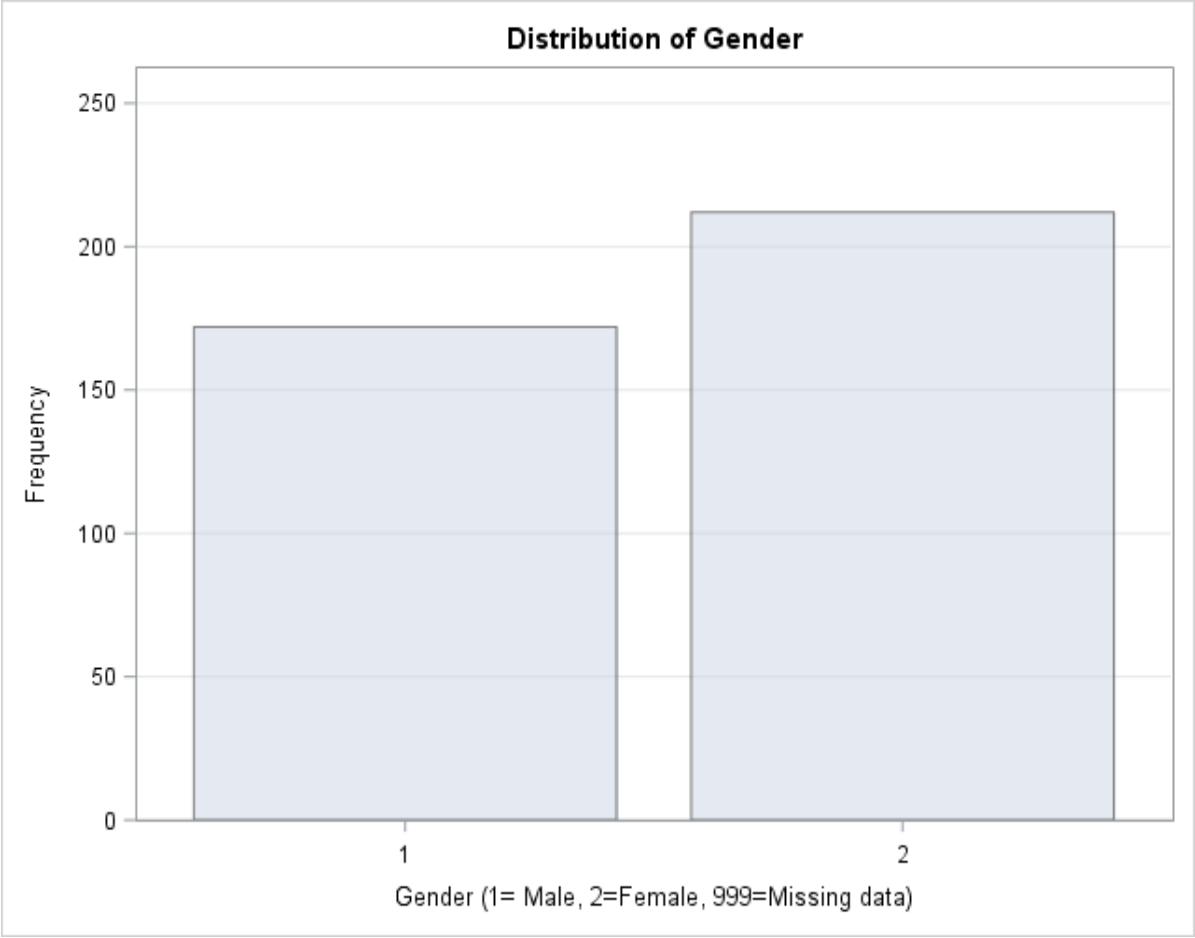
Gender Frequency

One-Way Frequencies

Results of Gender

The FREQ Procedure

Gender (1= Male, 2=Female, 999=Missing data)				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	172	44.79	172	44.79
2	212	55.21	384	100.00



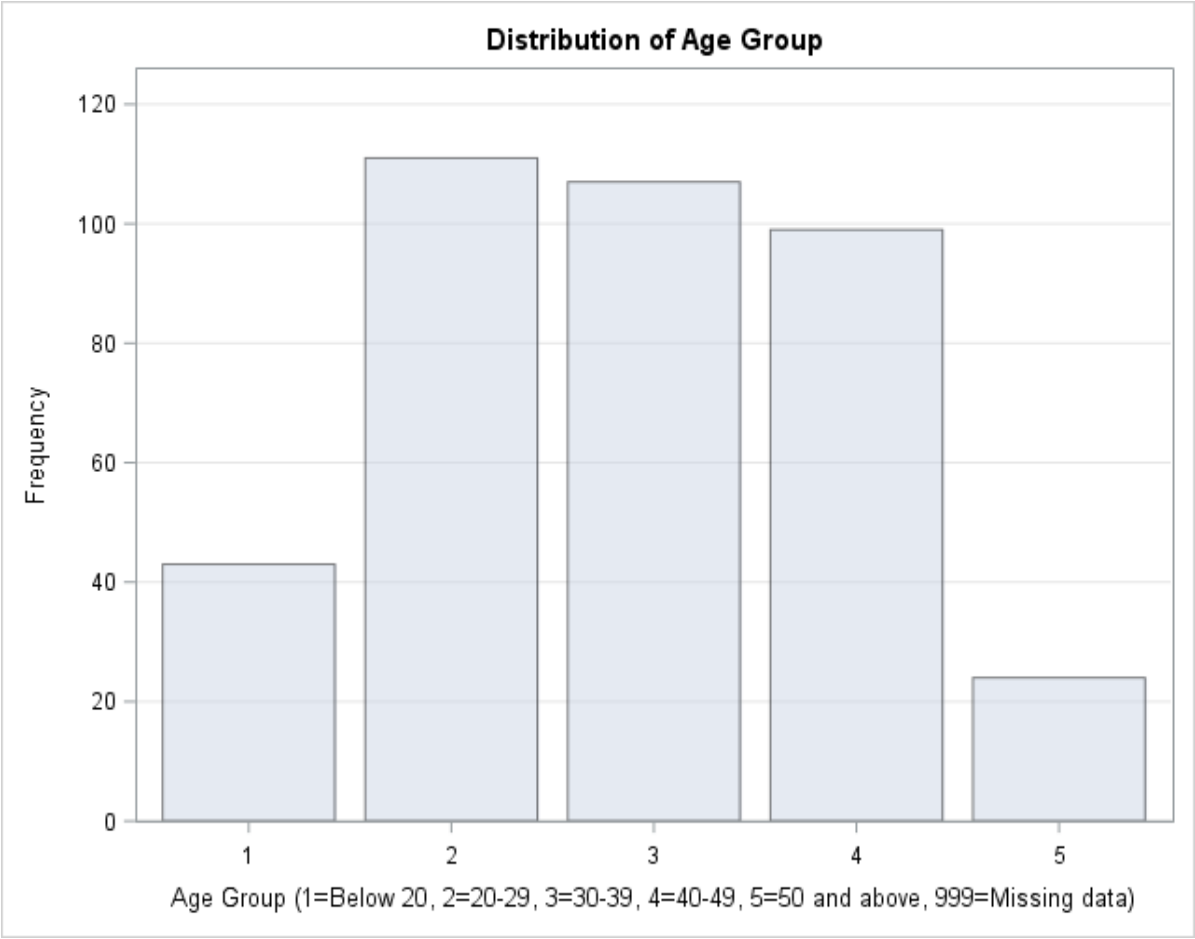
Age Group

One-Way Frequencies

Results of Age Group

The FREQ Procedure

Age Group (1=Below 20, 2=20-29, 3=30-39, 4=40-49, 5=50 and above, 999=Missing data)				
Age Group	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	43	11.20	43	11.20
2	111	28.91	154	40.10
3	107	27.86	261	67.97
4	99	25.78	360	93.75
5	24	6.25	384	100.00



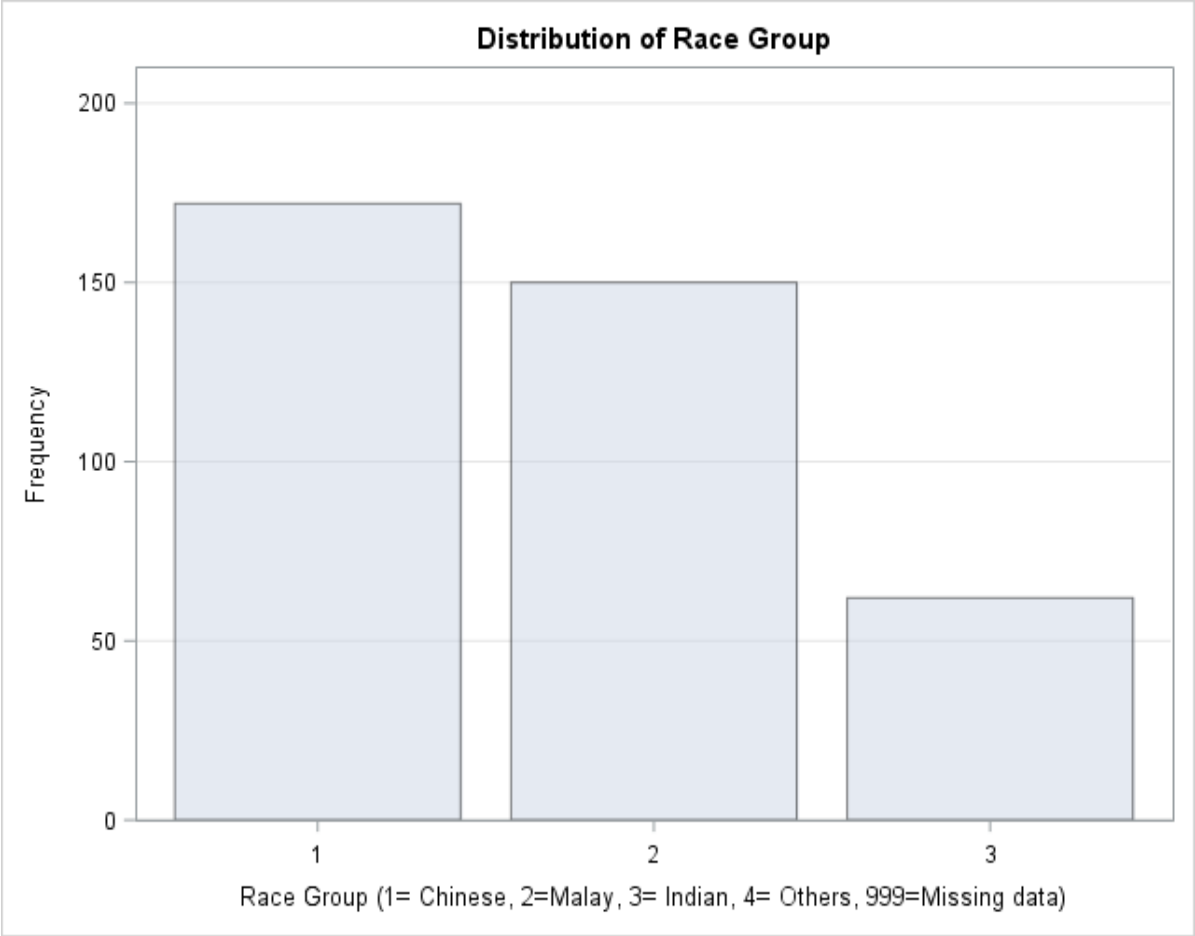
Race Group

One-Way Frequencies

Results of Race Group

The FREQ Procedure

Race Group (1= Chinese, 2=Malay, 3= Indian, 4= Others, 999=Missing data)				
Race Group	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	172	44.79	172	44.79
2	150	39.06	322	83.85
3	62	16.15	384	100.00



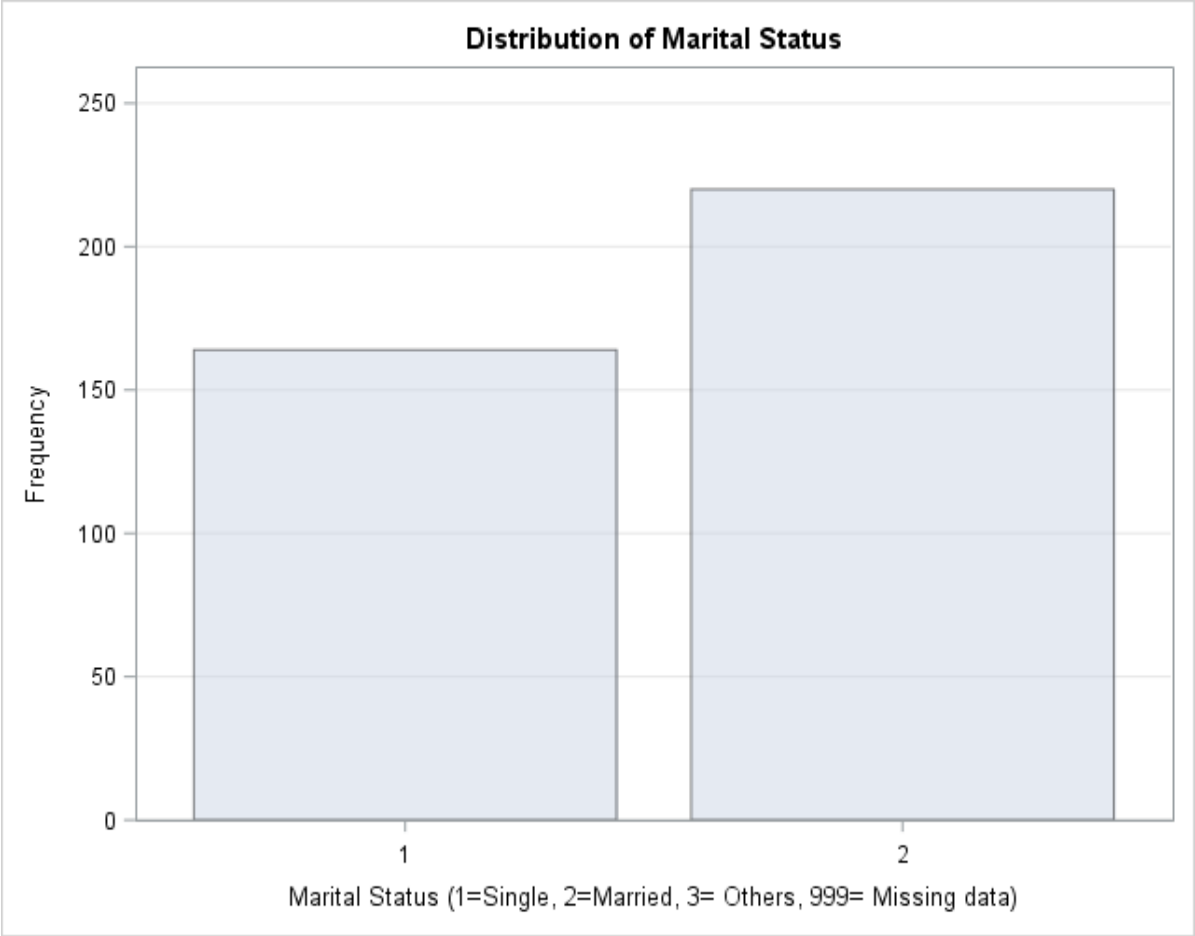
Marital Status

One-Way Frequencies

Results of Marital Status

The FREQ Procedure

Marital Status (1=Single, 2=Married, 3= Others, 999= Missing data)				
Marital Status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	164	42.71	164	42.71
2	220	57.29	384	100.00



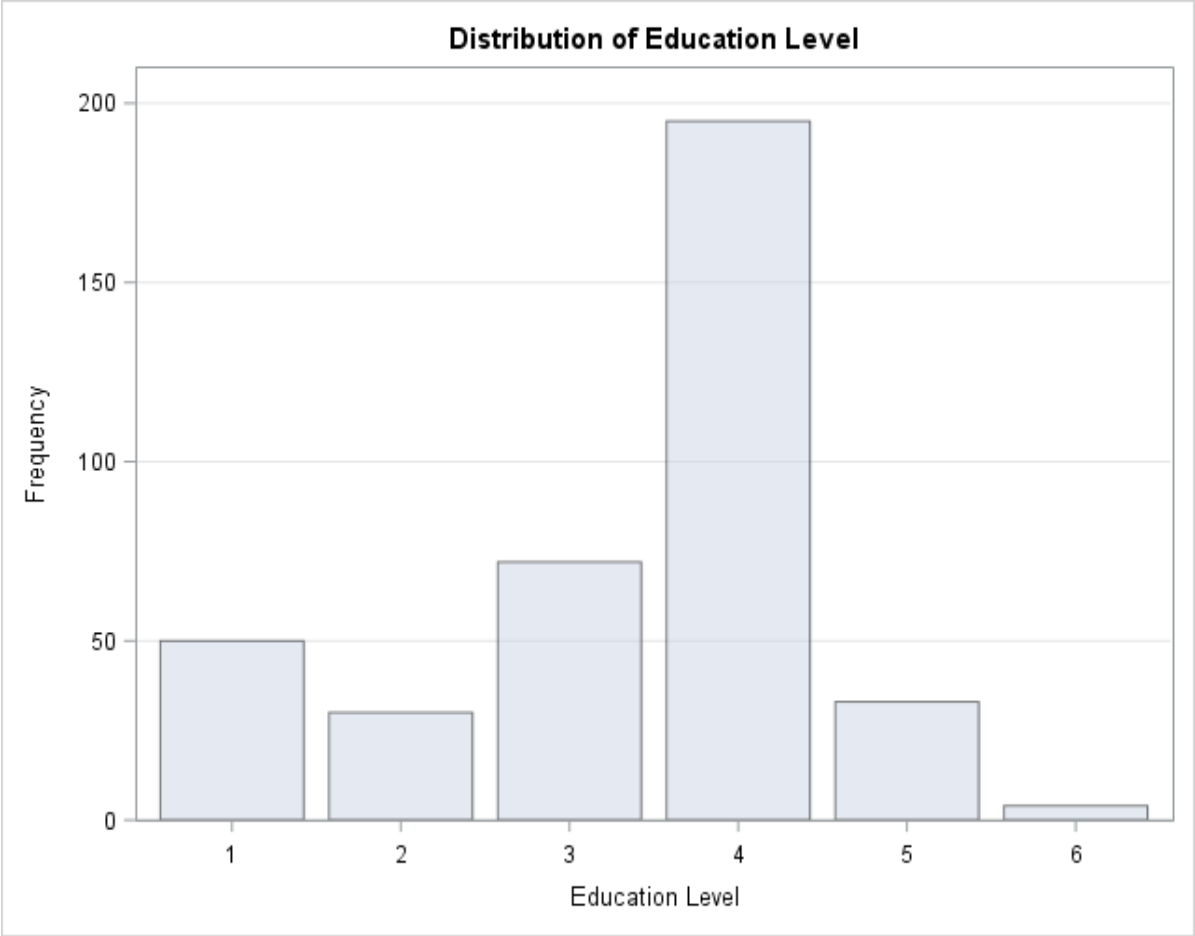
Education Level

One-Way Frequencies

Results of Education Level

The FREQ Procedure

Education Level (1= SPM, 2=STPM, 3=Diploma, 4= Bachelor's Degree, 5= Master Degree, 6= Others, 999=Missing data)				
Education Level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	50	13.02	50	13.02
2	30	7.81	80	20.83
3	72	18.75	152	39.58
4	195	50.78	347	90.36
5	33	8.59	380	98.96
6	4	1.04	384	100.00



Monthly Income Level

One-Way Frequencies

Results of Monthly Income Level

The FREQ Procedure

Monthly Income (1=Below RM1,000, 2= RM1,001-RM2,000, 3=RM2,001-RM3,000, 4=RM3,001-RM4,000, 5=RM4,001-RM5,000, 6= Above RM5,000, 999=Missing data				
Monthly Income	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	30	7.81	30	7.81
2	51	13.28	81	21.09
3	117	30.47	198	51.56
4	75	19.53	273	71.09
5	72	18.75	345	89.84
6	39	10.16	384	100.00

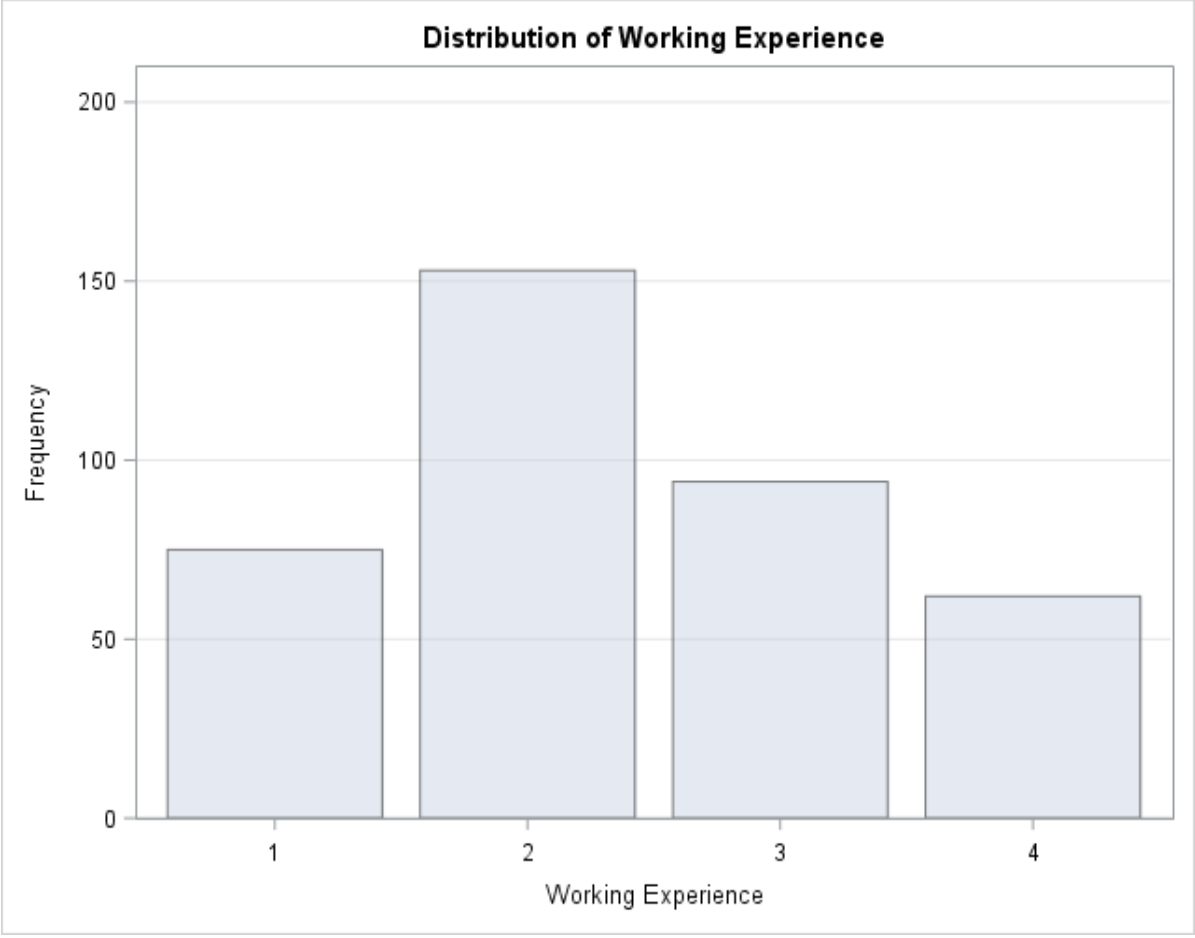
Working Experience

One-Way Frequencies

Results of Working Experience

The FREQ Procedure

Working Experience (1= < 1 year, 2= 1-5 years, 3= 6-10 years, 4= > 10 years, 999=Missing data)				
Working Experience	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	75	19.53	75	19.53
2	153	39.84	228	59.38
3	94	24.48	322	83.85
4	62	16.15	384	100.00



Appendix G: Pearson Correlation Analysis

Pearson Correlation Analysis

The CORR Procedure

5 Variables:	Turnover Intention	Perceived Organisational Support	Job Satisfaction	Leader-Member Exchange	Work-Life Balance

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Turnover Intention	384	2.52448	1.15405	969.40000	1.00000	5.00000	Turnover Intention (1=SD, 2=D, 3=N, 4=A, 5=SA, 999=Missing data)
Perceived Organisational Support	384	3.56563	1.05170	1369	1.40000	5.00000	Perceived Organisational Support (1=SD, 2=D, 3=N, 4= A, 5=SA, 999=Missing data)
Job Satisfaction	384	3.48125	0.92319	1337	1.00000	5.00000	Job Satisfaction (1=SD, 2=D, 3= N, 4=A, 5=SA, 999=Missing data)
Leader-Member Exchange	384	3.62812	0.94609	1393	1.20000	5.00000	Leader-Member Exchange (1=SD, 2=D, 3=N, 4=A, 5=SA, 999=Missing data)
Work-Life Balance	384	3.58594	0.97654	1377	1.20000	5.00000	Work-Life Balance (1=SD, 2=D, 3=N, 4=A, 5=SA, 999=Missing data)

Pearson Correlation Coefficients, N = 384
Prob > |r| under H0: Rho=0

	Turnover Intention	Perceived Organisational Support	Job Satisfaction	Leader-Member Exchange	Work-Life Balance
Turnover Intention	1.00000	-0.75963	-0.78315	-0.75927	-0.69579
Turnover Intention (1=SD, 2=D, 3=N, 4=A, 5=SA, 999=Missing data)		<.0001	<.0001	<.0001	<.0001
Perceived Organisational Support	-0.75963	1.00000	0.76553	0.78872	0.69142
Perceived Organisational Support (1=SD, 2=D, 3=N, 4= A, 5=SA, 999=Missing d	<.0001		<.0001	<.0001	<.0001
Job Satisfaction	-0.78315	0.76553	1.00000	0.77832	0.70584
Job Satisfaction (1=SD, 2=D, 3= N, 4=A, 5=SA, 999=Missing data)	<.0001	<.0001		<.0001	<.0001
Leader-Member Exchange	-0.75927	0.78872	0.77832	1.00000	0.71836
Leader-Member Exchange (1=SD, 2=D, 3=N, 4=A, 5=SA, 999=Missing data)	<.0001	<.0001	<.0001		<.0001
Work-Life Balance	-0.69579	0.69142	0.70584	0.71836	1.00000
Work-Life Balance (1=SD, 2=D, 3=N, 4=A, 5=SA, 999=Missing data)	<.0001	<.0001	<.0001	<.0001	

Appendix H: Multiple Linear Regression

Multiple Linear Regression

The REG Procedure
Model: Linear_Regression_Model
Dependent Variable: Turnover Intention Turnover Intention (1=SD, 2=D, 3=N, 4=A, 5=SA, 999=Missing data)

Number of Observations Read	384
Number of Observations Used	384

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	358.35910	89.58977	223.78	<.0001
Error	379	151.73080	0.40035		
Corrected Total	383	510.08990			

Root MSE	0.63273	R-Square	0.7025
Dependent Mean	2.52448	Adj R-Sq	0.6994
Coeff Var	25.06372		

Parameter Estimates

Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	Intercept	1	6.44932	0.13787	46.78	<.0001
Perceived Organisational Support	Perceived Organisational Support (1=SD, 2=D, 3=N, 4= A, 5=SA, 999=Missing data)	1	-0.26408	0.05533	-4.77	<.0001
Job Satisfaction	Job Satisfaction (1=SD, 2=D, 3= N, 4=A, 5=SA, 999=Missing data)	1	-0.42612	0.06267	-6.80	<.0001
Leader-Member Exchange	Leader-Member Exchange (1=SD, 2=D, 3=N, 4=A, 5=SA, 999=Missing data)	1	-0.24370	0.06429	-3.79	0.0002
Work-Life Balance	Work-Life Balance (1=SD, 2=D, 3=N, 4=A, 5=SA, 999=Missing data)	1	-0.17168	0.05141	-3.34	0.0009