



PERCEIVED ORGANIZATIONAL SUPPORT AND SOCIAL SUPPORT AS PREDICTORS
ON TURNOVER INTENTION AMONG OFFSHORE OIL AND GAS WORKERS IN
MALAYSIA

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DEDICATION

We declare that the material contained in this paper is the end result of our own work and that due acknowledgement has been given in the bibliography and references to ALL sources be they printed, electronic or personal.

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APPROVAL FORM

This research paper attached hereto, entitled “Perceived Organizational Support and Social Support as Predictors on Turnover Intention.” prepared and submitted by” Rubenesvaran Rau, Yaw Kah Yipp, and Yew Jin” in partial fulfilment of the requirements for the Bachelor of Social Science (Hons) Psychology is hereby accepted.

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Abstract

Oil and gas industry throughout nations are reported to have high employee turnover including Malaysia, third largest exporter Liquefied Natural Gas exporter in the industry. The current study aims to examine the relationship between perceived organizational support, perceived social support and turnover intention among offshore oil and gas workers in Malaysia. Quantitative, cross-sectional research design was used for the correlation study. One hundred forty six (n=146) offshore oil and gas workers were recruited via snowball sampling. Paper and pen and online survey method (Qualtrics) were used for data collection. The variables of the study were measured by Multidimensional Scale of Perceived Social Support (MSPSS), Survey of Perceived Organizational Support (SPOS) and Turnover Intention Scale 15-Item version (TIS-15). Results indicate that individuals with higher score of perceived organizational support and perceived social support will have lower turnover intention. In addition, multiple regression analysis shows that perceived organizational support is stronger predictor for turnover intention compared to perceived social support. Findings from this study will be asset for future studies as well providing input to oil and gas organizations for their employee retention plans.

Keyword: perceived organizational support, perceived social support, turnover intention, oil and gas workers, Malaysia

Table of Contents

Abstract	iv
Table of Content	v
List of Table	vi
List of Figures	vii
List of Abbreviations	viii
Chapters	Page
I Introduction	1
1.1 Background of Study	1
1.2 Problem Statement	4
1.3 Research Objectives	7
1.4 Significance of Study	7
1.5 Research Questions	8
1.6 Hypotheses	8
1.7 Definition of Terms	9
1.8 Chapter Summary	11
II Literature Review	12
2.1 Perceived Organizational Support and Turnover Intention	12
2.2 Perceived Social Support and Turnover Intention	14
2.3 Theoretical Framework	16
2.3.1 Organizational Support Theory	16
2.3.2 Stress-Buffering Hypothesis	17

2.3.3 Herzberg's Two Factor Theory	20
2.4 Conceptual Framework	21
2.4 Chapter Summary	23
III Methodology	24
3.0 Introduction	24
3.1 Research Design	24
3.2 Research Sample	25
3.3 Research Location	27
3.4 Instrumentation	28
3.5 Pilot Study	30
3.6 Research Procedure	31
3.7 Data Processing Analysis Plan	32
3.8 Chapter Summary	33
IV Results	34
4.0 Chapter Introduction	34
4.1 Reliability Analysis	35
4.1.1 Reliability Test of Actual Study	35
4.1.2 Demographic details	36
4.1.3 Test of Normality	41
4.2 Correlation Analysis	42
4.2.1 Perceived Organizational Support Predicting Turnover Intention	42

4.2.2 Perceived Social Support Predicting Turnover Intention	42
4.3 Multiple regression analysis	43
4.4 Chapter Summary	46
V Discussion	47
5.1 Discussion of Variables	47
5.1.1 Relationship Between Perceived Social Support and Turnover Intention	47
5.1.2 Relationship Between Perceived Organizational Support and Turnover Intention	48
5.1.3 Regression Analysis	48
5.2 Conclusion	49
5.3 Implication	50
5.4 Limitations and Recommendations	51
References	53
Appendices	68
Appendix A Participant Information Sheet	68
Appendix B Ethical Approval Letter	69
Appendix C Demographic Information	71
Appendix D Survey of Perceived Organizational Support (SPOS-8)	72
Appendix E Multidimensional Scale of Perceived Social Support (MSPSS)	73
Appendix F Turnover Intention Scale (TIS-15)	74
Appendix G Q-Q Plots of Normality & Histogram	75

Appendix H	P-P Plots of Regression Standardized Residual, Histogram & Scatterplot	77
Appendix I	Descriptive Statistics of All Variables & G-Power	78
Appendix J	Mahalanobis Distance, Cook's Distance & Centered Average Value	79
Appendix K	Case Summaries for Outliers	80
Appendix L	Turnitin Originality Report	81

List of Tables

Tables		Page
1	Reliability of variable (pilot study)	30
2	Normality table	41
3	Reliability of variable (actual study)	35
4	Participant's demographics	36
5	Correlation analyses	42
6	Multiple regression analysis tables for antisocial behaviour	43

List of Figure

Figure		Page
1	Stress- Buffering Hypothesis framework	18
2	Conceptual framework of perceived organizational support, perceived social support and turnover intention.	22

List of Abbreviation

POS	Perceived Organizational Support
POS	Perceived Social Support
TI	Turnover Intention

Chapter 1: Introduction

1.1 Background of Study

The oil and gas industry debuted in Malaysia as early as 1910 when Shell drilled the first oil well in Miri, Sarawak. A milestone in the industry is when the Petroleum Development Act 1974 was introduced concurrently with the country's national oil company Petroliam Nasional Berhad (Petronas) was established. The act acknowledges Petronas in its entitlement to sole proprietorship on oil and gas resources in Malaysia, in addition, appoints the organization as the main regulatory body for upstream activities (PWC, 2015). On top of that, Malaysia standing in the industry acts as third largest Liquefied Natural Gas (LNG) exporter at 24.4 million tons per annum (MPTA) and owning 9% of the market share in the LNG exporter market (IGU, 2018).

The oil and gas industry is also registered as part of the National Key Economic Area (NKEA) which 12 economic sectors purpose is to help Malaysia in achieving the target of being a nation of high-income prestige by the year 2020. Additionally, Saudi and Wong (2017) mention Malaysia Investment Development Authority (MIDA) acknowledged the prominence of Malaysia's oil and gas industry in the future as the industry currently contributes 20% of the country's gross domestic product (GDP). This reflects the oil and gas industry as one of the crucial industries in developing the nation.

Perceived Organizational Support (POS) is outlined as an employee's perception towards the organization appreciation towards the employee's contribution and concerns on employee's well-being (Eisenberger, Huntington, Hutchinson and Sowa, 1986). Tuzun and Kalemci (2011) mention that high POS level individuals are unlikely to find and undertake new jobs. Maertz, Griffeth, Campbell, and Allen (2007) pointed out POS as a vital predictor to the study of

turnover intention. Employees who perceived to be supported by the organization will have lower turnover intentions. (Cropanzano, Howes, Grandey & Toth, 1997).

Extensive studies have shown social support has two major types: perceived social support and received social support (Vangelisti, 2009). Perceived social support is defined as the perception of individual towards the sufficiency of the support given by social connections (Kaya, Akgemci & Celik, 2012) whereas received social support identified as quantity and quality of the support that was given to the individual (Barrera, 1986). Social support is divided into two types which are workplace social support and non-workplace social support (Wadsworth & Owens, 2007). Managers and employees provide workplace social support meanwhile non-workplace social support is given by family, friends and significant other employees (Marcinkus, Whelan-Berley & Gordon, 2007). Lee (2004) mentions only a few studies on turnover explores the effects of social support on turnover intention. Nelson and Quick (1991) stated based on his research that social support has a negative relation with psychological problems and turnover intention. Perceived social support will be focused instead of received social support since Frazier, Tix and Barnett (2003) state that recent theories and research have been putting more focus on perceived social support in relational context. This study will be focusing solely on non-workplace variant as Lobburi (2011) stated non-workplace social support is not focused as much as workplace social support.

Employee turnover is defined by Krausz (2002) as the cessation of a contract that is both official and psychological between the employee and the organization. The issue of employee turnover has been tenaciously faced by most organization according to Puteh and Arshad (2015). The oil and gas industry is not exempted from employee turnover as Radda, Majidadi and Akanno (2015) states that the issue of high employee turnover is one of the issues

that Human Resource (HR) leaders in oil and gas industry are currently dealing with aside from enticing talents to difficult sites as well handling demands seasonally. Employee turnover is divided into two types which are voluntary and involuntary. Based on Cao, Chen and Song (2013), it is understood that the involuntary employee turnover refers to the organization initiating the termination of the relationship with an employee and voluntarily employee turnover is based on the employees terminating their relationship with the organization themselves. The study will focus on voluntary turnover due to its negative effects on the organization.

Rahman and Nas (2013) study identify the effectiveness and success of the organization are negatively affected by high voluntary turnover rates which is costly. The cost incurred by voluntary turnover levies the industry to retain their employees before they quit the company. The industry needs to endure the attraction retention challenge efficiently in order to espouse growth execution and up to date operations. Stovel and Bontis (2002) remark in their study that the organization is unable to control voluntary turnover and it accounts as a merit for research as studying the insinuation from the issue affirms the necessity on establishing preventative measures establish on reducing minimum collateral damage.

Voluntary turnover can be identified with turnover intention. Watrous, Huffman, and Pritchard (2006) define turnover intention as the notion which resides in the employees concerning on leaving the organization or resigning from their job voluntarily. A meta-analysis was conducted by Griffeth, Hom, and Gaertner (2000) and the results indicate that turnover intention is one of the best predictors for employee turnover itself. Mobley (1982) even mentions that turnover intention is a robust predictor for turnover behavior although turnover intentions do not associate necessarily with actual employee turnover. Turnover intention can be identified even in Malaysia context in which Lim's study (2001) found that Malaysian employees'

intention to remain in their current organization goes as far as merely three years at best with an implication that Malaysians are active in job hopping. Overall, it is implied that turnover intention requires further examination in the oil and gas industry in Malaysia as turnover intention can predict any voluntary turnover from the employees in the industry.

Previous studies on turnover intention largely identified voluntary turnover, the outcome of turnover intention to be a major concern for every oil and gas industry in the world including Malaysia. Therefore, the purpose of this study is to examine perceived social support particularly non-workplace variant and perceived organizational support as predictors on turnover intention among offshore oil and gas industry in Malaysia.

1.2 Problem Statement

The nature of working offshore especially on an oil rig is deemed to be difficult, due to the fact that it is hazardous, continuous repetition of living and working at a same oil rig platform for the personals (Harun, Salleh, Memon, Baharom & Abdullah, 2014). Moreover, the constant exposure to high-risk factors and remote working condition that is in the middle of the sea could be very demanding for some. Past studies from Gusdorf (2008) revealed that organizations had to restructure their annual budget which was initially intended for achieving other specific goals that have been set for other purposes and direct it into recruitment activities as a consequence of employee turnover. This coincides with a study conducted by Harun, Salleh, Memon, Baharom and Abdullah (2014) which revealed that in oil and gas industry, it is important to address the high turnover intention as highly skilled and experienced workers are hard to sought-after for their expertise therefore, it is important to address the uprising concern.

Besides, Paulsen (2014) stated turnover intention could lead to actual turnover and argued to be the most prominent predictor (Lambert, Hogan & Baron, 2001). Studies conducted by Society of Human Resource Management (SHRM) revealed that straightforward replacement cost for any position can reach up to nearly half of the workers' annual salary (Neese, 2016), which can be broken down as both direct and indirect costs. As mentioned by Davidson, Timo and Wang (2010), direct costs are often related to quit interview, new selection, and recruitment, new training cost, compensation for leaving, whereas for indirect costs area, loss of intellectual asset, loss of trained organizational knowledge and expertise. A national talent survey was conducted among oil and gas industry personals shows nearly 60% of market players feel that the industry is encountering issues related to attracting and retaining talents in oil and gas industry, along with nearly 75% admit that remittance cost has increased in the recent years due to shortage and employee turnover, and this created a demand for recruitment to fill the in gap (PWC, 2015).

Other than that, tally up with the fact that crude oil production and payroll system for the offshore workers are reasonably high due to its extreme factors, the final cost that is bared by the company is pricey in the long run (Vătavu, Lobonț, Para & Pelin, 2018).

As soon as the employee leaves the organization, the existing employee is obliged to fill in the gap until a suitable employee is recruited, which leads to disruption of present employees daily work performance and motivation (Mabindisa, 2013). As a consequence, turnover will directly weaken the organizations' effectiveness, especially in the present day globalized market which is loaded with numerous competition. (Choi, Lee, Wan Khairuzzaman & Ahmad Jusoh, 2012), where an organization desires to retain valuable and talented employees on the grounds of future interest and increasing the effectiveness of the company (Yamazakia & Petchdee, 2015).

Moreover, Stovel and Bontis (2002) argued that the organization not only lose the intellectual and human capital of departing employee, but rivals also benefit from potentially picking up these valuable talents if other company can offer the chance for career development. Moreover, Okoronkwo, Ibrahim and Otutu (2012) in their study revealed that employee turnover would have a repercussive effect not only for the employee, but for the growth of the organization as well, and intensifies if the employee has no sense of perception of loyalty, and support from the organization. Hence, if employee turnover intention is not managed suitably, especially when it comes to employees own perception on their contribution to the organization, and whether the organization values it, is important, as it can result as a concern that affects the organization's recruitment plan if not resolved accordingly. Alternatively, Ljoså and Lau (2009) indicated that employees own perception of social support (e.g. family, friends, significant others) has little effect when working in an oil rig with long work shift schedule but the locus of control was found to be associated positively with social life. However, the implication of this study in the Asian context remains unclear as it was done in an individualistic culture, and this argument might differ with our research which is based on collectivistic culture.

Although turnover intention, perceived social support and perceived organizational support ought to be considered well-researched topic within the areas of management and social science studies, but still lacking in literature from the outlook of oil and gas platform employees.

Generally, past studies were focused on health, safety, and environment compliance (HSE), job satisfaction, organization commitment, stress (Harun, Salleh, Memon, Baharom & Abdullah, 2014) and little input on turnover intention, perceived social support and perceived organizational support in the direction of oil and gas employees, thus the present study can provide new knowledge in this context.

1.3 Research Objective

This study aims to investigate the relationship of POS, PSS towards TI and its significance among offshore oil and gas workers in Malaysia.

1.4 Significance of study

For theoretical significance, the study intends to contribute to the development and understanding of the topic. Several articles looked into the relationship between perceived social support, perceived organizational support and turnover intention but studies are scarce in the context of upstream oil and gas industry. Majority of the studies focusing on offshore oil and gas platforms were usually related to health, safety and environment (HSE) and risk management matter (Harun, Salleh, Memon, Baharom, and Abdullah, 2014). This study can provide a new knowledge in the management and organizational area studies, in addition, give a fresh insight into human resource management in the context of offshore oil and gas offshore industry through the investigation of POS and PSS towards TI.

Researchers, who express their interest in furthering their understanding on perceived organizational support, perceived social support and turnover intention will find this study to be an asset. Studies conducted with offshore workers in Malaysia as the sample of study has been done in limited context, but can be explored to a wider concept with the use of our research variables. Concurrently, the study will be beneficial in offering fresh inputs towards Malaysian offshore oil and gas offshore organizations especially towards its employee's TI and have a better understanding on the reason behind which lead to quitting from the organization.

Kalidass and Bahron (2015) mentioned that other than perceived supervisor support, perceived organizational support, and organizational commitment on turnover intention and recommends the future research to explore different variable that could affect the turnover intention. Therefore, since perceived social support was not investigated further in that study, the literature gap can be addressed and thoroughly discusses in the context of offshore oil and gas industry workers in the context of POS and PSS towards turnover intention.

1.5 Research Questions

Research Question 1: Does perceived social support affect the turnover intention among oil and gas industry offshore worker?

Research question 2: Does perceived organizational support affect the turnover intention among oil and gas offshore worker?

1.6 Hypothesis

Research question 1

H₀ : Perceived social support will not affect the turnover intention among oil and gas industry offshore worker.

H₁ : Perceived social support will affect the turnover intention among oil and gas industry offshore worker.

Research question 2

H_0 : Perceived organizational support will not affect the turnover intention among oil and gas industry offshore worker.

H_1 : Perceived organizational support will affect the turnover intention among oil and gas industry offshore worker.

1.7 Definition of Terms

The conceptual definition for offshore workers according to Oxford English dictionary (n.d.) is based on the definition of the word offshore and worker. Offshore is defined as a business that is based on oil or gas extraction from the seabed whereas workers is defined as individuals who are in specific line of work. Offshore workers based on the definition is individuals who are working in a business that is based on oil and gas extraction from the seabed. Conceptual definition for Perceived Social Support means the individual's perception on the social support he or she received from social circle. It is also defined as perception of individual towards the sufficiency of the support given by social connections (Kaya, Akgemci & Celik, 2012).

'Perceived Organization Support' conceptual definition is the employee's perception on the organization's acknowledgment on his or her contribution as well the concern given by the organization on their well-being. Eisenberger et al. (1986) defines it as the employee's perception towards the organization appreciation towards the employee's contribution and concerns on employee's well-being. 'Turnover Intention' is conceptually defined as the employee's intention to quit the organization. Watrous, Huffman and Pritchard (2006) defines it

as the notion which resides in the employees concerning on leaving the organization or resigning from their job voluntarily.

The operation definition for offshore workers is individuals who are in the oil and gas industry working in upstream activity within Malaysia. Upstream activity refers to oil or gas extraction from seabed. The offshore workers from this industry consist of locals and foreigners that are located in Malaysia oil and gas company. Perceived social support can be defined operationally by the participant's score on Multidimensional Scale of Perceived Social Support (MSPSS). Higher score from this scale reflects greater individual's perception towards the social support given by his or her social connections.

'Perceived Organizational Support' is defined operationally based on the participant's score on the 8-item version of the Survey of Perceived Organizational Support (SPOS-8). Higher score reflects individual having greater perceived organizational support. Lastly, turnover intention operational definition is based on the participant's score on the 15-item version of the 4th edition of Turnover Intention Scale. Higher score from this scale indicates higher turnover intention.

1.8 Chapter summary

Voluntary turnover is a global concern among oil and gas industry and Malaysia is no exception to the issue itself. It is crucial to understand voluntary turnover itself by looking into the antecedent, turnover intention. The importance of looking into turnover intention has been addressed in the chapter as well the definition of terms are established. The purpose of the study is to investigate the relationship between perceived social support and perceived organizational support on turnover intention among offshore workers in Malaysia.

Chapter 2: Literature Review

2.1 Perceived organizational support and turnover intention

As mentioned by Kalidass and Bahron (2015), their study revealed there was a relationship between POS and the employee's TI in the organization. Besides, Loi, Ngo and Foley (2006) stated that employee will develop the loyalty towards the organization if the organization gives enough support for employee's development. In other words, the higher the POS, the less likely the employee would commit in turnover.

Moreover, Hussain and Asif (2012) concluded that higher level of POS would develop workplace belongingness and organizational commitment among employee and finally decrease the intention to quit the job. Cockshaw and Shochet (2010) revealed that workplace belongingness is linked with emotional wellbeing where depressive symptoms may affect the level of the belongingness an employee feels and the workplace itself also play as an important part in the subjective wellbeing of the employees. This study coincides with Waardenburg (2006) view that one of the essentials to reduce turnover intention is to create the sense of belongingness between the organization and the employee. Thus, the process of linking POS and TI can be done as the relatedness of POS and TI are very much similar in manufacturing industry, but studies are limited in the context of POS and TI among offshore oil and gas industry workers.

Worku (2015) study on education sector shows that the POS and TI have a weak negative relationship and it is not significant might be due to the lower support perceived by the employees. Besides, Islam et al., (2013) researched on banking sector argued that the POS have a weak negative relationship with TI. The result shown from the study is not significant and indicates that the employee will lower down their turnover intention if they feel the organization

is providing support to them. However, a research on manufacturing sector by Eta, Goh, Alina and Nor (2014) identified the relationship between POS and TI to be in the medium level but it is significant.

In contrast, the results from past studies are incongruent as there are two different results (significant and insignificant) are shown in the past findings and studies are scarce with limited empirical support. The study express interest in testing the strength of the relationship between POS and TI in specifically oil and gas industry based on past studies from few researcher who examined other variables such as personal sacrifice (Dawley, Houghton & Bucklew, 2010), organization citizenship behaviour (Saoula & Johari, 2016), affective commitment and job satisfaction (Imran, Ali & Islam, 2014), to test the relationship between POS and TI, but the nature of the sample were conventional onshore office staffs, and could not be generalized to workers in oil and gas industry due to their differences in job nature. Therefore, it is crucial to explore further on the prevalence of POS and TI in oil and gas industry as the industry is currently facing high voluntary turnover rates. Taken together, Phuong (2016) elucidate that turnover can lead to big losses for organizations due to regular expedition on recruitment, training and employee socializing.

2.2 Perceived social support and turnover intention

As argued by Nahum-Shani, Bamberger and Bacharach (2011), perceived social support (PSS) is an important resource in reduction of stress and enhancement of one's well-being in an organization but the importance of PSS was being brought to light with a growing body of literature in recent studies.

Although social support and its outcome has been well established in past findings (Lincoln, Chatters & Taylor 2005; Song & Lin 2009), but PSS in general was never highlighted towards upstream oil and gas workers, where the past studies were mainly interested on health, safety, and environment compliance (HSE), job satisfaction, organization commitment and stress. Harun, Salleh, Memon, Baharom and Abdullah (2014) study and this study can be a highlighting factor to the absence of evidence in relating PSS towards TI in oil and gas industry.

In contrast, Harun, Salleh, Memon, Baharom and Abdullah (2014) mentioned that individual working on oil rig for long hours with continuous rotational shifts, in addition to working remote from civilization affects one's perception on work performance due to the fact that working in oil rig is different compared to conventional manufacturing industry. In accordance to that, Eagle, Hybels and Proeschold-Bell (2018) also noted that contextual factors such as features of one's workplace or how isolating a specific job are very likely to show varies of alteration in terms of PSS.

The influences of PSS on turnover intention is highly essential to be studied, particularly due to the objective of social support itself, where individuals reduce their anxiety and other stressors especially when faced with workplace unrest by building social connection so that they do not feel lonely or have intentions to quit. Furthermore, to this date, Lobburi (2011) stated

that the primary focus for turnover research in social support context are mainly conducted on POS(e.g., workplace fairness, rewards and compensation, involvement in problem resolution) and/or workplace social support (WSS) (e.g., supervisor, manager, co-worker support) by means of insufficient attention being put on non-workplace social support (e.g., significant other, family and friends) with exception of perceived supervisor support was studied in oil and gas context (Puah, Ong, & Chong, 2016)

Employees in general, when faced with issue such as role of ambiguity and demands, which by large cause workplace conflict and this issue often lead to job dissatisfaction and turnover intention (Morrell, Loan-Clarke & Wilkinson, 2001). Soltis, Agneessens, Sasovova and Labianca (2013) argued that employees that receive non-workplace support desired to stay longer with the company than those who felt lonely. This assists our current study as remote areas such as oil rig can induce loneliness and increase likelihood of turnover intention (Sneddon, Mearns & Flin, 2013).

Lastly, the findings of PSS towards turnover intention will enhance the argument on how strong non-workplace support network influencing turnover intention which directly contribute to theoretical understanding of Malaysia and its collectivist culture. Brough and O'Driscoll (2005) suggests that in the collectivist culture context, non-workplace social support such as family and friends do influence the turnover intention of employees. Thus, this will affirm the influences of non-workplace social support are different from data from individualistic culture. Hofstede (1991) contended that individuals from individualistic culture will not have a similar result towards turnover intention as they are expected to look after themselves and not to rely and may unaware of support other than those who are close to them. Therefore culture can be a key role in determining PSS and can influence the TI based on the culture outlook (Lobburi, 2011).

2.3 Theoretical framework

2.3.1 Organizational support theory

Eisenberger et al. (1986) organizational support theory (OST) presumes that employees generate a general perception regarding the organization's appreciation towards their contribution and concerns for their well-being with the intention of meeting socio-emotional needs and evaluating the increased work load advantages. The general perception which in this case is perceived organizational support (POS) would increase employees' felt responsibility to assist the organization achieve its objectives, their anticipation on better performance being rewarded as well their emotional commitment to the organization. POS would result in behavioural outcomes such as in-role and extra-role performance increases as well stress and withdrawal behaviour such as absenteeism and turnover decreases.

Uthayasuriyan, Talwar, Oon and Rusli (2017) states that the compensation benefits which incorporates the remuneration arrangements, benefits bundle and reward framework assumes a key job in the term of employment and is similarly essential to the employer and employee. Cotterell, Eisenberger and Speicher (1992) remarks organizations which voluntarily gives resources to employees instead under specific situations uncontrolled by them results in employees perceiving the act of organization as authentic and appreciated by the organization. Eisenberger et al. (1986) states that POS will be more efficiently augmented if employees perceive the organizational rewards and beneficial job conditions for instance pay, promotions, job enrichment and influence over organization policies as well wilful practices of organizations.

The theory can help to explain that turnover intention happens among employees in the oil and gas industry perchance because of the lack of beneficial job conditions particularly safety

and working hours. Mason, Retzer, Hill and Lincoln (2015) states that the fatal rate of workers in oil and gas industry is a lot higher than fatal rate at other industries. Afzainizam et al. (2016) confirms that employees in the oil and gas industry have to work for a long period of time without breaks. The lack of such beneficial job conditions is postulated to be one of factors for high turnover in oil and gas industry. Jefri and Daud (2016) indicate that high pay does not lead to employees sticking around for a long period of time. The study which focuses on generation Y employees in the oil and gas industry itself shows that the compensation is main motivator and motivation for them. Despite this, compensation by itself only is able to attract employees at the initial stages which is the stage of attraction and motivation but incapable in employee retention.

2.3.2 Stress-buffering hypothesis

The stress-buffering hypothesis was proposed by Cassel and Sidney in 1976 and both agreed that individuals with robust social connections were safeguarded from conceivable pathogenic effects from stressful events. Wethington and Kessler (1986) highlights the importance of perceived availability of support based on study on stress-buffering. Cohen and Wills (1985) also mentions that stress is result of an individual appraisal towards an event as imperilling or difficult and there is no suitable coping response towards it. Sells (1970) further elaborate that these events that the individual perceives as significant to react to but there is no instant response that is suitable towards the event. Cohen and Wills (1985) affirms that the psychological definition of stress links appraised stress with feelings of helplessness and potential deficit in self-esteem. The feelings of helplessness according to them happens due to the perceived incapability to handle events which requires effectual response. The potential deficit in self-esteem may happen to a degree that failure in coping is ascribed to individual's

own ability or firm personality traits in contrast with few external causes (cf. Garber & Seligman, 1980).

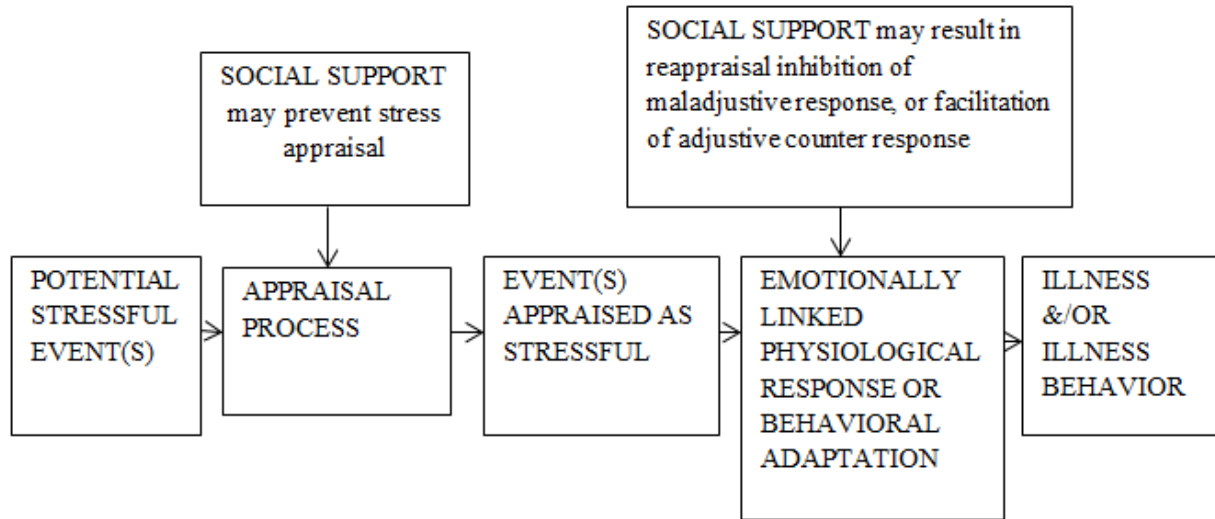


Figure 1. Two points at which social support may interfere with the hypothesized causal link between stressful events and illness. Adapted from “Stress, Social Support and Buffering Hypothesis” by S. Cohen and T. A. Wills, 1985, *Psychological Bulletin*, 98(2), p. 313.

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Based on the figure above, Cohen and Wills (1985) mentions that social support will interfere with the causal link at two different points. They mention that social support can intervene between potential stressful events and events appraised at stressful by weakening or stopping the appraisal process. The social support which intervene appraisal process is understood as the perception that necessary resources can and will be provide by others which leads to a possible redefinition on the threatening event or strengthen an individual’s capability to handle inflicted demands. This will lead to the avoidance of appraising a specific events as extremely stressful. Social support also intervene between events appraised as stressful and the

pathological outcome through the weakening and eradicating of the stress response which leads to the pathological outcome. Cohen and Wills (1985) further elaborate that social support can reduce stress's influence through delivering a solution to the problem, weakening the perceived significance of issue via the sedation of neuroendocrine system leading to individual reacting less to the perceived stress or easing salubrious behaviour (cf. House, 1981).

A study conducted by Afzainizam et al. (2016) remarks the offshore working environment has been known for the dangerous and difficult nature since the workplace itself is filled with lots of noise and activities. It is also stated that workers regardless of their education background are obligated to work in a similar workplace based on their respective roles in restrictive setting. The workers however shared common grounds on working away from their loved ones as well the absence of break during a certain working period. It is also highlighted that working environment in the offshore oil and gas industry includes various potential factors which leads to stress.

The relationship between workplace stress and turnover intention were to found to be significant based on the results of the study (Goodman & Boss, 2002; Moreno- Jiménez, Gálvez-Herrer, Rodríguez-Carvajal, & Sanz-Vergel, 2012). It can be said that perceived social support indirectly affects turnover intention by alleviating stress according to stress buffering hypothesis. The stressful event encountered by the offshore oil and gas workers during work can be intervened via the perceived social support from either family, friends or significant other which in return possibly reduce turnover intention.

2.3.3 Herzberg's Two Factor Theory

Herzberg's Two Factor Theory explains that there are factors which affects the employee's attitude and motivation at workplace (Herzberg, Mausner & Synderman, 1959). These factors are separated into two groups which are motivator factor and hygiene factor. Motivator factors such as achievement, recognition, work itself, responsibility, advancement and growth are usually factors are required to motivate employees to work harder in workplace which overall leads to job satisfaction. Hygiene factor such as company policy, supervision, relationship with employer, working condition, salary and relationship with peers are usually known as maintenance factor because it does not lead to increase job satisfaction but the absence of it will demotivate employees to work and ultimately job dissatisfaction (Herzberg, Mausner & Synderman, 1959).

Turnover Intention (TI) can be explained by this theory through job satisfaction. Study by Kjeldstad and Dommermuth (2009) shows that employees low in level of job satisfaction constantly plan to shift their present job compared to employees of medium or high level of job satisfaction. In addition, Eisenberger et al. (1986) establish a direct correlation between job satisfaction and POS. Employees who are satisfied with their job are willing to increase their effort for the organization in goal achievement. Rhoades and Eisenberger (2002) also mention that POS contribution to job satisfaction are done by meeting employees' socio-emotional needs, augmenting performance rewards system and the displacement of availability to assist when required. This can be understood that turnover intention is caused by job satisfaction with the antecedent being POS, one of the variables of the study.

Hygiene factor especially working condition is quite relatable to offshore oil and gas workers. It was stated previously that the workers are working in perilous and difficult working environment as well they have long working hours absent of breaks (Afzainizam et al., 2016). Some employees in the offshore working environment may experience negative job satisfaction and it might lead to turnover intention because of the characteristic of their working environment. Moreover, these employees may experience lack of POS from the organization which ultimately cause them to experience negative job satisfaction that contributes to their turnover intention. Mehta, Kurbetti and Dhankhar (2014) states that salary is crucial factor that plays a role in employee's decision on retaining or leaving the organization. Jeffri and Daud (2016) states that attracting and retaining employees will be a competitive advantage for the organization as global competition intensifies. Most organizations in the oil and gas industry are competing among each other to recruit new employees in shortage of worker crisis. Salary as hygiene factor would mean that the employers of oil and gas industry needs to offer workers competitive salary in hopes they will not have negative job satisfaction. Employees who feel that they are paid accordingly will then have good POS and not having turnover intention.

2.4 Conceptual framework

The study focuses on examining the relationship between perceived organizational support (POS), perceived social support (PSS) and turnover intention (TI) among offshore oil and gas workers in Malaysia. The study conducted by Lobburi (2011) explores both PSS and POS with its relationship to TI except the study is interested in exploring more on non-workplace social support which are family, friends and significant other.

The conceptual framework is based on the organizational support theory and stress buffering hypothesis which both theoretical framework explains POS and PSS is able to affect TI. Organizational support theory explains that POS can reduce withdrawal behaviour such as turnover. Turnover intention according to Griffeth, Hom and Gaertner (2000) is one of the best predictors for turnover itself. The relationship between POS and TI is shown in the conceptual framework since turnover, the outcome of POS can be predicted by TI. Maertz Jr, Griffeth, Campbell and Allen (2007) emphasized that POS is a crucial predictor in the study of turnover intention. The stress buffering hypothesis explains perceived social support can be a buffer to stress and it indirectly affects turnover intention since the relationship between workplace stress and turnover intention is significant (Goodman & Boss, 2002; Moreno- Jiménez et.al., 2012). Hence, the relationship can be seen plausible as perceived social support affecting turnover intention.

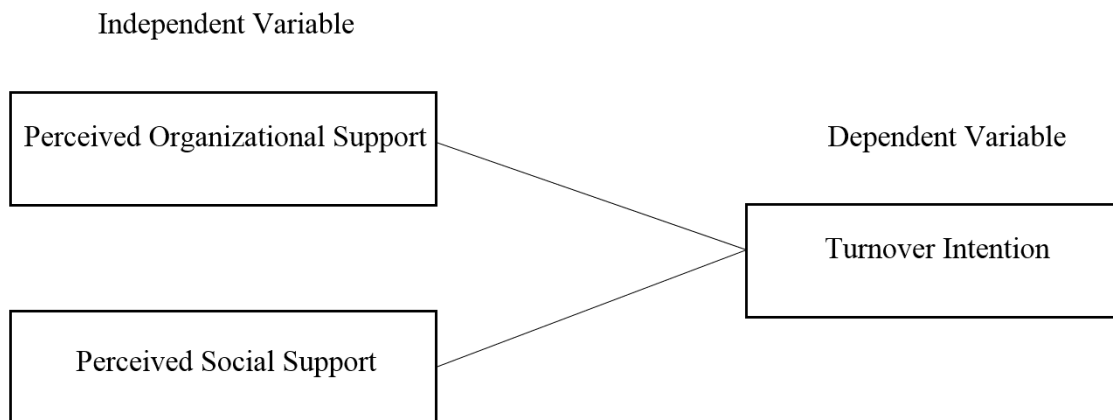


Figure 2. Conceptual framework of perceived organizational support, perceived social support and turnover intention.

2.5 Chapter summary

The link between each independent variable (perceived social support and perceived organizational support) and dependent variable (turnover intention) was reviewed in this chapter. The literature review established a better understanding on the relationship of the variables discussed in the study in addition identifying the literature gap that is not addressed in past studies. The theoretical framework, stress buffering hypothesis is used to explain the link between perceived social support and turnover intention whereas the organizational support theory is used to explain the link between perceived organizational support and turnover intention. Finally, the conceptual framework was constructed to explain the direct relationship between the independent variables and the dependent variable.

Chapter 3: Methodology

3.0 Introduction

In this chapter, researcher's techniques for establishing a standard of measures for conducting a research are based on the needs of describing, proving, and providing an analytical approach to explain a phenomena (Rajasekar, Philominathan, & Chinnathambi, 2013). Firstly, research design explains the approach and type of design used for the study. Research sample will pertain to general overview of sample of study, sample size calculation and sampling method. Location of study will summarize the setting and population of study whereas instrumentation discuss about the instruments that will be used to measure the variables in the study. Research procedure will explain the steps of data collection and data analysis used for the study.

3.1 Research design

Quantitative approach was adopted to study the sample of offshore oil and gas workers and their turnover intention (TI) through perceived social support (PSS) and perceived organizational support (POS). Bryman (2001) contend quantitative research approach is type of research that accentuates numbers and figures in data collection and analysis. Daniel (2016) mentions that using statistical data for research description and analysis decreases time and effort that researcher required in result description.

Cross-sectional design was used for this study. Cross-sectional design was adapted to its unique characteristics; no time aspect; its feature of measuring differences in existing context (Bethlehem, 1999). Cross-sectional study can provide a clear description of the outcome, at that

specific time. Moreover, Bethlehem (1999), suggested that cross-sectional study involves in collecting data in one point of time in addition to drawing inferences between demographics and subjects of research. Another advantage of using cross-sectional design due to it can estimate prevalence and outcome (TI in our case) because the sample is taken from the population. Besides, cross-sectional research design are relatively inexpensive and generally used as survey technique to gather data and require little time to conduct.

Data collection in this study was done through collection of questionnaire as research team used survey research design. Privitera (2014) defines survey research design as technique which the individual or group will be evaluated, designated or described through the usage of written or oral form of survey. Correlational research design was adopted for this study. Correlational research design according to Privitera (2014) is the investigation of various variables on the corroborating the degree of change or value retention for the factors in evident pattern. Hence, correlational survey design was used by the research team to investigate the relationship between PSS, POS and TI among offshore oil and gas workers in Malaysia.

3.2 Research sample

Bhattacharjee (2012) suggested that sampling frame is known as the working population that can be drawn as samples. Randomly selected upstream oil and gas organizations from two states (Terengganu and Sarawak) was drawn as sample to gain a better understanding of our variables (POS, PSS and TI). The states were chosen for most of the upstream and oil refinery plants were covered there (Sylvester & Abdul Rani, 2011).

Targeted population was 17350 as employees of oil and gas industry in Malaysia. Therefore, sample size calculation was done as per population standard based on two method. Firstly, Green (1991)'s rule of thumb ($104 + k$) were considered with two predictors from our study, therefore the minimum sample size were computed to be 106. Another method that was analyzed is through using G*Power 3.1 free sample size calculator that was developed by Faul, Erdfelder, Buchner and Lang (2009) which was found to be 107 (refer to appendix H). Therefore, due to likeness of both method, Green (1991) rule of thumb was adopted.

Snowball sampling method was used for data collection of this study. Snowball sampling is defined as a method for finding research subject through the recommendation of the initial subject who give names of others they know who also meet the selection requirement (Vogt, 1999). Studies had shown that snowball sampling can be used to make inference among hard to reach samples (Atkinson & Fint, 2001; Miller & Brewer, 2012). The offshore workers are unable to be reached due to their workplace (oil rig) requires health, safety and environment (HSE) clearance and offshore oil and gas organizations are very particular about confidentiality which they are not keen in divulging any sensitive information to outsiders of the organization.

It is also important to take note that the dangerous and difficult nature of offshore working environment might jeopardize the safety of others who are not keen in the safety procedures of workplace. It is pointed out in Afzainizam et.al (2016) study which offshore working environment is naturally dangerous and difficult and this is reflected on the workplace filled with lots of noise and activities. The research team was unable to collect data directly from the workplace itself even granted with permission due to risky nature of workplace. Hence, the research team passed the questionnaire to selected individuals in the organization. These selected individuals are those who assisted the research team in distributing the questionnaire to their

colleagues in the organization. They assisted the research team by distributing the online link and printed copies of the questionnaire to the workers who both fit the description of sample study as well voluntarily participate in the study. This was done to achieve the intended sample size of study based on sample calculation.

3.3 Research location

Research was conducted in Malaysia particularly on the offshores of Terengganu and Sarawak. Sylvester and Abdul Rani (2011) mentions that most of the upstream oil and gas activity were covered there. Several oil and gas companies from both of these states that fits our research criteria will be selected randomly.

Target population are referred to its characteristics that are distinctive and unique where the research is emphasized (Bhattacharjee, 2012). In this study, total number of employees working under petroleum and natural gas mining industry were the targeted population. Department of Statistics Malaysia (DOSM) provides exact figure of 17350 employees as of the year 2014 (“Department of Statistics Malaysia Official Portal, 2016”). The employees were broke down into categories; 54.1% are from managerial and professional line, 28.8% are technicians and associate professionals, 8.6% are from clerical and related occupations, 5.6% are from production or operative workers who are directly employed, 1.3% encompassed of production or operative workers who are under labour contracts and the remaining 1.6% are elementary workers in 2014 (“Department of Statistics Malaysia Official Portal, 2016”).

3.4 Instrumentation

The research instruments used in this study are Multidimensional Scale of Perceived Social Support (MSPSS-12), 8-item version of Survey of Perceived Organizational Support (SPOS-8) and 15-item version of Turnover Intention Scale (TIS-15). These instruments were used to measure the variables mentioned in the study.

Perceived Social Support. Multidimensional Scale of Perceived Social Support (MSPSS) was developed by Zimet, Dahlem, Zimet & Farley (1988). MSPSS is a 12 items scale which consists of 3 subscales. The subscale are family (item 3, 4, 8 and 11), friends (items 6, 7, 9 and 12) and significant others (items 1, 2, 5 and 10). The example items are: “There is a special person who is around when I am in need.”, and “My family is willing to help me make decisions.” The items were rated on a 7-point Likert scale ranging from (1= *very strongly disagree* to 7= *very strongly agree*). Score for items related to each subscale were summed up and higher score indicates greater perceived social support for the subscale. Zimet et.al (1990) reported the scale to have $\alpha = .84$ to $.92$ and strong factorial validity was established which affirms the three subscales structure of the MSPSS.

Perceived Organizational Support. Survey of Perceived Organizational Support (SPOS) is developed by Eisenberger, Huntington, Hutchinson, & Sowa (1986) to measure the POS. SPOS-8 is adapted originally from 36-item version of SPOS. The eight item version was used for this study since Rhoades and Eisenberger (2002) states that the usage of shorter versions of the scale does not pose difficulties as the original scale is unidimensional and has high internal reliability. Each item were measured based on 7-point Likert scale, (0=*strongly disagree*, 6=*strongly agree*). Sample items included were (e.g. “The organization values my contribution to its well-being”, “The organization really cares about my well-being”, and “The organization

cares about my general satisfaction at work”). There are four items which are item number two, three, five and seven are reverse keyed items. Total score were quantified through summation of individual responses with respect to all the items in the instrument which higher score reflects individual having greater perceived organizational support. Worley, Fuqua and Hellman (2009) reported the SPOS-8 reliability to be $\alpha = .93$ as well significant convergent validity in their study.

Turnover Intention. Turnover Intention Scale (TIS-15), which developed by Roodt (2004), was used to measure the level of turnover intention among offshore worker. TIS-15 was adopted for study due to the reliability and validity of the scale, even though there was a probability of using TIS-6 (revised version) which also have good internal consistency. Sample items included were (e.g. “How often you consider leaving your job”, “How satisfying is your job in fulfilling your personal needs”, and “How often do you look forward to another day at work?”). Participants’ response were measured in a Bipolar 5-step response scale defined by two opposites (*never - always; to no extent - to a very large extent; highly unlikely - highly likely*). The total score were calculated by mere addition of the individual item scores and the higher score indicated a higher level of TI. The Cronbach’s alpha for this scale was reported to be $\alpha = .80$ (Fc & Roodt’s 2013). TIS-15 was confirmed to have criterion-predictive validity and differential validity (Bothma & Roodt, 2013).

3.5 Pilot study

Pilot study was conducted to pre-test the research instruments used in this study. Pilot study is frequently used to pre-test the instrument research instrument (Baker, 1994). Referring to Baker (1994), a sample size that is based on 10% to 20% of the sample size of the main study is rational number for number of participants in the pilot study. The current study took 10% of the main sample size for the pilot study. Baker (1994) further mentions that conducting pilot study increases chance of success in the main study although it does not ensure success. De Vaus (1993) remarks that researchers should conduct pilot study to verify if the participants are having difficulties in answering the research instruments. The results of the pilot study will indicate if the research instruments are suitable for the main study based on the reliability result of each research instrument (MSPSS, SPOS-8, and TIS-15). Table 3.1 depicts pilot study results that was conducted to test the reliability of the scale (MSPSS, SPOS-8, and TIS-15). The pilot study was conducted in Qualtrics platform and data was included in IBM Statistical Package for Social Science (SPSS) version 23 to analyse its reliability.

Table 3.1
Pilot study reliability

Variable	Pilot Study (N=30)
Perceived Organizational Support(POS)	.709
Perceived Social Support (PSS)	.930
Turnover Intention	.809

3.6 Research procedure

The questionnaire was distributed through paper and pen as well as online. Qualtrics, an online tool for survey distribution was used to distribute the questionnaire online to participants. The online link of the questionnaire and the printed copies of questionnaire were sent to selected individual who are working in oil and gas industry in the shores of Terengganu and Sarawak for them to distribute to their known colleague who fits the criteria and voluntarily participate in the study. The selected individuals were briefed about the steps on administering questionnaire and clarified of any questions they have regarding the study.

Questionnaire consist of the informed consent, demographic information and instrument. The informed consent included purpose of study, duration of questionnaire, voluntarily participation clause, statement on benefits and foreseeable risks or discomfort of study for participants, privacy and confidentiality clause and contact information. Demographic information consist of sex, age, ethnicity and religion whereas the instrument involved will be MSPSS, SPOS-8 and TI-15. Participants are required to read and sign the informed consent before answering the questionnaire. Data collection procedures adhered to University Tunku Abdul Rahman (UTAR) ethic committee guidelines (refer appendix). Questionnaires completed by participants were returned to research team for further analysis using IBM SPSS Statistics version 23.0.

3.7 Data processing and analysis plan

IBM Statistical Package for Social Science (SPSS) version 23.0 was used to analyze the collected data from the study. Demographic information obtained from the study such as sex, age, ethnicity and religion were examined via descriptive analysis. The independent variables (IV); perceived social support (PSS) and perceived organizational support (POS) in addition the dependent variable (DV); turnover intention (TI) were analyzed in the study through inferential analysis consisting of Pearson Product Moment Correlation Coefficient Analysis (PPMC) and multiple linear regression test.

PPMC was used to examine the correlations between PSS, POS and TI. The justification for using PPMC is based on Walk and Rupp (2010) stating that Pearson correlation coefficient is a statistical measure that indicated the linear relationship's direction, strength, and significance between each IV and DV. Multiple regression analysis was conducted to explain the variance of DV by using one or more IV as indicated by Cohen, Cohen, West, and Aiken (2003) as an extension of simple linear regression analysis. The result from tested relationship will indicate the importance of each IV relationship towards the prediction of DV. In this research, multiple linear regression was used to test the relationship between all independent and dependent variables. The two IVs (POS, PSS) were recognized to act as the influential feature towards the DV (TI). Lastly, the significance level of 0.05 was used as a cut-off for statistical analysis.

3.8 Chapter summary

The research design of the study used a quantitative approach, cross-sectional design and correlational survey design. The workers of the oil and gas industry in the shores of Terengganu and Sarawak were recruited as samples for the study through snowball sampling. The instruments used to measure for the study were Multidimensional Scale of Perceived Social Support (MSPSS), 8-item version of Survey of Perceived Organizational Support (SPOS-8) and 15-item version of Turnover Intention Scale (TSI-15). Pilot study was conducted to test the reliability of instruments before the main study. Finally, descriptive analysis and inferential analysis such as Pearson Product Moment Correlation Coefficient analysis (PPMC) and multiple linear regression test were performed via IBM Statistical Package for Social Science (SPSS) version 23.

Chapter 4: Results

4.0 Introduction

In this chapter, researcher's techniques for establishing a standard measure of result analysis are conducted specifically reliability analysis of the scales in actual study which are Multidimensional Scale of Perceived Social Support (MSPSS), 8-item version of Survey of Perceived Organizational Support (SPOS-8) and 15-item version of Turnover Intention Scale (TIS-15). Moreover, demographics data were tabulated according to our survey demographic details. Test of normality such as skewness, kurtosis, Q-Q plots, histograms and Kolmogorov-Smirnov and Shapiro-Wilk test conducted. Finally, correlation analysis and multiple linear regression analysis was conducted.

4.1 Reliability analysis

4.1.1 Reliability test of actual study

Table 4.1
Reliability of the variable.

Variable	Actual Study (N=146)
Perceived Organizational Support(POS)	.818
Perceived Social Support (PSS)	.885
Turnover Intention	.838

Table 4.1 shows the result of reliability test using IBM SPSS version 23 software. SPSS result of the actual study shows that the reliability of Perceived Organizational Support (POS) is ($\alpha = .709$) in pilot study (refer Table 3.1), and actual study shows ($\alpha = .818$) and the Perceived Social Support (PSS) is ($\alpha = .930$) for pilot study (refer Table 3.1), and actual study shows ($\alpha = .885$). Besides, Turnover Intention (TI) shows reliability of ($\alpha = .809$) (refer Table 3.1), for the pilot study, and ($\alpha = .838$) for the actual study. The reliability of the score is fairly consistent across both studies as the pilot study was conducted entirely on Qualtrics platform, whereas the actual study was mix of face to face survey method and Qualtrics.

4.1.2 Demographic details

Table 4.2

Participant's demographic

Participants information	N	%
Age		
20-30	44	30.13
31-40	56	38.35
41-50	30	20.54
51-60	15	10.27
60- above	1	0.68
Gender		
Male	143	97.94
Female	3	2.05
Race		
Malay	95	65.06
Chinese	14	9.58
Indian	30	20.54
Others	7	4.79
Religion		
Islam	94	68.43
Buddhist	11	7.53
Hindu	28	19.17
Christian	11	7.53
Others	2	1.36

Table 4.2 shows the demographic details of our participants. Our participant's age consists of range between 20 years to 60 with highest is 62. Most of our participants are from the age of 20 years old to 50 years old. It consists of 30.13% of them are 20-30 years (n=44), 38.35% of them are 31-40 years (n=56), 20.54% of them are 41-50 years (n=30), 10.27% of them are 51-60 years (n=15), 0.68% of them are 60 and above years old (n=1). Our participants consists of 143 male (97.94%) and 3 female (2.05%). Among all our participants, 65.06% of them is Malay, 9.58% is Chinese, 20.54% are Indians, and the rest of them are others category consists of Punjabi and other nationalities. The majority of our participants are Muslims with 68.43% of participants (n=94) followed by Hindus and rest are Buddhists and Christians.

Table 4.3
Participant's demographic

Participants information	n	%
Nationality		
Malaysian	142	97.26
Non- Malaysian	4	2.73
Marital status		
Single	21	14.38
In a relationship	4	2.73
Married	121	82.87
Years of experience		
0-5 years	43	29.45
6-10 years	45	30.82
More than 10 years	58	39.72
Highest education level		
Below SPM	2	1.36
SPM or equivalent	40	27.39
STPM or equivalent	1	0.68
Diploma	48	32.87
Bachelor's degree	49	33.56
Postgraduates or equivalent	6	4.10

Table 4.3 of participant's demographics depicts nationality of our participants. Although oil and gas industry are thought to be multi-national workforce, our participants consists of 97.26% Malaysians (n=142), and 2.73% (n=4) non Malaysians. Majority of our participants were married at 82.87% (n=121), followed by single at 14.38 % (n=21) and rest is in a relationship. Participant's years of experience falls closer to one and other as most of our participants are seasoned offshore workers with more than 10 years of experience 39.72% (n=58), secondly 6-10 years of experience at 30.82% (n=45), followed closely by offshore oil and gas workers at 0-5 years of experience at 29.45% (n=43). Finally, most of our participants are having at least SPM certificate, Diploma and Bachelor's degree, where only small number of participants are below SPM qualification followed by STPM and Postgraduates degree.

Table 4.4
Participant's demographic

Participants information	n	%
Salary range		
RM 5000 and below	58	39.72
RM 5000-RM10000	44	30.13
RM 10000-RM15000	17	11.64
RM15000-RM20000	20	13.69
RM20000-above	7	4.79

Table 4.4 displays participant's salary information. Most of our participants are receiving RM5000 and below as salary at 39.72% (n=58), followed closely by RM5000-RM10000 at 30.13% (n=44), next would be RM15000-RM20000 at 13.69% (n=20), followed by 11.64% (n=17) falls between RM10000-RM15000 salary range, and lastly is participants earning more than RM20000 monthly salary at 4.79% (n=7).

4.1.3 Test of normality

Table 4.5

Descriptive Data for Skewness, Kurtosis, Kolmogorov-Smirnov and Shapiro-Wilk

	Skewness	Kurtosis	Kolmogorov- Smirnov	Shapiro- Wilk
TI	1.31	.932	.001	.001
PSS	-.622	-.066	.003	.001
POS	-1.459	-1.623	.001	.001

Note. Significant at $p < .05$.

Table 4.5 shows the descriptive statistics of the present study. All five assumptions were conducted and the values of skewness and kurtosis of all three variables fell between the values of ± 2 , providing two ‘green lights’. The histogram of two out of three variables indicated ‘red light’ while the Q-Q plots of all three variables indicated ‘green light’ (see appendix F). Finally, the values of Kolmogorov-Smirnov and Shapiro-Wilk test were reported to be $p < .05$, indicating ‘red light’. In short, three out of five assumptions were given ‘green lights’ and able to continue to parametric tests.

4.2 Correlation analysis

Table 4.6
Correlation table.

		POS	PSS
Turnover	Pearson Correlation	-.649**	-.179*
Intention	Sig. (2-tailed)	.000	.030
	Sum of Squares and Cross-products	-2996.356	-1412.144
	Covariance	-20.665	-9.739
	N	146	146

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

* Correlation is significant at the 0.05 level (2-tailed).

4.2.1 Perceived organizational support correlation to turnover intention

The results of Pearson correlation showed that there was a significant negative correlation between perceived organizational support sum score and turnover intention scores, $r(146) = -.649, p = .001$. The higher the score of perceived organizational support, the lower the turnover intention scores.

4.2.2 Perceived social support correlation to turnover intention

The results of Pearson correlation showed that there was a significant negative correlation between perceived organizational support sum score and turnover intention scores, $r(146) = -.179, p = .001$. The higher of perceived social support, the lower the turnover intention scores.

4.3 Multiple regression analysis

Table 4.7
Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Sig. F Change</i>	<i>Durbin-Watson</i>
<i>1</i>	.652 ^a	.426	.418	.000	1.595

a. Predictors (Constant), PSS, POS

b. Dependent variable: TI

In our research model (Method Enter) we had conducted a multiple regression analysis to identify which is the strongest predictor toward turnover intention among offshore oil and gas workers in Malaysia. According to Table 4.7, multiple regression analysis was used to test if the POS and PSS significantly predicts TI. The table shows multiple linear regression model summary and overall fit statistics. We found that the adjusted R^2 of our model is .426 with R^2 is .652. This means that the linear regression explains 65.2% of the variance in the data. The Durbin-Watson $d = 1.595$, indicated that the errors were independent which is between the two critical values of $1.5 < d < 2.5$. (refer to Table 4.7). Therefore, we can assume that there is no first order linear auto-correlation in our multiple regression.

The F-test results shows that the model was statistically significant, $F(2, 141) = 52.974$, $p = .001$ and accounted for 41.8% of the variance to be able to explain amount of variance in TI. It was found that POS significantly predicted TI among offshore oil and gas workers ($\beta = -0.637$, $p = .001$) compared to PSS ($\beta = -0.69$, $p = .283$).

Table 4.8
ANOVA table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1340.513	2	670.256	52.974	.000 ^b
Residual	1809.330	143	12.653		
Total	3149.842	145			

a. Dependent Variable: Sum TI

b. Predictors: (Constant), POS, PSS

Table 4.8 multiple linear estimation including the intercept and the significance levels. In our multiple linear regression analysis, the P -value for F -test statistic is less than .001, providing strong evidence against null hypothesis. The F statistic is equal to $1340.513/12.653 = 105.94$. The distribution $F(2, 143)$, is less than .001. The squared multiple correlation $R^2 = SSR/SST = 1340.513/3149.842 = 0.425$, indicating that 42.5% of the variability in the TI is explained by the POS and PSS variables.

Table 4.9
Coefficients and collinearity

Model	Unstandardized		Standardized			Collinearity Statistics	
	Coefficients		Coefficients			Tolerance	VIF
	B	Std. Error	Beta	t	Sig.		
(Constant)	29.233	2.202		13.278	.000		
PSS	-.028	.026	-.069	-1.078	.283	.970	1.031
POS	-.434	.044	-.637	-9.897	.000	.970	1.031

a. Dependent Variable: TI

Note. Low multicollinearity if tolerance > .10 and VIF < 10.

Table 4.9 shows tests for multicollinearity, independence of errors, homoscedasticity, linearity and normality of residual were conducted to ensure there were no violations of assumptions. Tests of multicollinearity for POS and PSS, exceeded the preferred value of .10 and were below the preferred value of 10 for the Variance Inflation Factor (VIF) (refer to Table 4.8). It also shows among both predictors (PSS and POS) POS has found to be a significant predictor for TI.

The beta coefficient is the degree of change in the outcome variable for every 1-unit of change in the predictor variable. We can see that POS has higher impact compared to PSS by comparing the standardized coefficients (beta = -.637 versus -.069). The beta coefficient is not statistically significant for PSS (.283 versus .000), the variable does not significantly predict the outcome. The beta coefficient for both variable are negative, the interpretation is that for every 1-unit increase in the predictor variable, the outcome variable will decrease by the beta coefficient value. In brief, all of the assumptions were not violated. Multivariate outliers and influential

cases were not found after conducting casewise diagnostics and examining potential cases with Mahalanobis distance, Cook's distance, and Centered Leverage Value (see appendix I). The normal P-P plot for checking of normality of residuals are attached in appendix (see appendix G). The plot also shows that the points generated follow the normal (diagonal) line with no strong deviations. This indicates that the residuals are normally distributed.

4.4 Chapter summary

In this chapter, we have found that firstly, the reliability across all three scales measuring Multidimensional Scale of Perceived Social Support (MSPSS), 8-item version of Survey of Perceived Organizational Support (SPOS-8) and 15-item version of Turnover Intention Scale (TSI-15) are consistent and. The normality of data was conducted and we found that four out of five assumptions are met namely values of skewness and kurtosis of all three variables fell between the values of ± 2 , providing two 'green lights'. The histogram of all two out of three variables indicated 'red light' while the Q-Q plots of all three variables indicated 'green light'. Finally, the values of Kolmogorov-Smirnov and Shapiro-Wilk test were reported to be $p < .05$, indicating 'red light'. In short, three out of five assumptions were given 'green lights' and able to continue to parametric tests. Correlational analysis was conducted and we found that both variables have negative correlation (POS having moderate downhill/negative relationship, whereas PSS having weak downhill (linear) relationship. Finally, multiple regression shows that the model is statistically significant, meaning that the linear regression explains 65.2% of the variance in the data. The Durbin-Watson $d = 1.595$, indicated that the errors were independent which is between the two critical values of $1.5 < d < 2.5$.

Chapter 5: Discussion

5.1 Discussion of variables

5.1.1 Relationship between perceived social support and turnover intention

The Pearson correlation test shows the relationship between perceived social support (PSS) and turnover intention (TI) to be significantly negative. The result of the study is supported by past studies (Lobburi, 2012; Nelson & Quick, 1991). Particularly, the study from Lobburi (2012) as it indicates that non-workplace social support (family & friends) also affect TI among employees in collectivist culture. Hofstede (2011) mentions that collectivist culture is understood as individuals are unified into synergistic and robust in-groups and families.

Noordin and Jusoff (2010) remarks that the general accepted notion of culture is Asians are tend to be collectivist which they recognized themselves with in-groups whereas westerners are the opposite being individualist which focuses more on themselves. Malaysia is an Asian country which the collectivist culture applies to them. It is understood that some employees of a collectivism origin working in the oil and gas industry might have high turnover intention if they do not perceived any form of social support from in-groups such as friends or their own family. The offshore workers are working away from their loved ones as remarked by Afzainizam et al. (2016). Ljoså and Lau (2009) mentions that family separation may be a stressor for offshore oil and gas workers. This stressor may actually lead to turnover intention.

5.1.2 Relationship between perceived organizational support and turnover intention

The correlation test indicates there is relationship between perceived organizational support (POS) and TI which it is found to be significantly negative. The result of correlation test is also similar to past studies (Cropanzano, Howes, Grandey & Toth, 1997; Kalidass & Bahron, 2015; Tuzun & Kalmechi, 2011). It is understood that individuals with higher POS will have result in lower TI. Cropanzano, Howes, Grandev and Toth (1997) study shows employees are unlikely to leave the organization when they feel they are being advocated by their employers.

The organizational support theory Eisenberger et al. (1986) elucidate that the attitudes and behaviours of employee can be affected positively by POS mainly due to the employees feeling the responsibility to compensate back to the organization. Such positive outcome is clearly observable in Loi, Ngo and Foley (2006) research in which organization that advocate their employee's development will often result in employee establishing loyalty to the organization. It can be said that the oil and gas workers in the study are having low turnover intention but they understood that their organization is looking out for them and ensuring their welfare is not neglected.

5.1.3 Regression analysis

POS is found to be the better predictor for TI compared to PSS. Past studies signifies POS as predictor for TI (Perryer, Jordan, Firms & Travaglione, 2010; Maertz, Griffeth, Campbell, & Allen, 2007, Rhoades & Eiseberger, 2002). Maertz et al. (2007) elucidate about POS is able to affect turnover intention through different mechanism aside from enhancing work attitudes in cumulatively in a global scale. The study continues that POS can affect turnover intention by

creating a sense of obligation for employee which they need to repay to the organization. Furthermore, the obligation discourages the notion of turnover and employees will brush off the notion faster.

The exploration of different mechanism also can be seen in Hussain and Asif study (2012) which POS ultimately decreases TI through workplace belongingness and organizational commitment. The similarity between these two studies are POS can affect TI indirectly through other factors. POS as predictor is robust mostly because it also can predict the variables which may end up predicting TI.

5.2 Conclusion

In a nutshell, the present study support the hypothesis that there is a significant negative relationship in POS and PSS in predicting TI among offshore oil and gas workers in Malaysia. For the facts given, the significance level POS was found to be statistically significant after running multiple regression analysis compared to PSS, however both variables shows that higher the score of PSS and PSS, the lower the score for TI. This signifies offshore oil and gas workers are having relatively high POS and PSS and lower TI in Malaysia. Moreover, extensive studies are needed to address the limitations of our study to provide more in depth understanding in this context. As we know, many organization faced the issue of turnover as stated by Puteh and Arshad (2015) and the oil and gas industry is no exception as indicated in study of Radda, Majidadi and Akanno (2015) as Human Resource (HR) leaders in oil and gas industry are having issues not only in employee turnover, but retaining talents as well. Therefore, our study can

provide understanding in causes of turnover intention and prediction of voluntary turnover among the offshore oil and gas industry workers.

5.3 Implication

For theoretical implication, the present study provides a new insight on the prevalence on POS, PSS and TI in the oil and gas industry. Moreover, the present study also contributes to the development and understanding of the topic since studies regarding our variables was not explored among oil and gas worker especially from Malaysia. The current study examined the relationship between PSS and POS towards TI. Since the POS and PSS towards TI was not explored in the direction of oil and gas workers, our study can benefit by adding to the literature body of PSS and POS towards TI and future researcher may benefit specifically when it comes to further exploration of our variables.

For practical implications, our study would benefit most to the policy makers of oil and gas companies where the companies or organizations would find this current study to be beneficial for them as it provides new inputs in the management and organizational areas studies as well as factors that lead to turnover. Besides, the organizations can gain understanding on the reason behind which affect their employees to have the thoughts of quitting their jobs. This could provide the organizations some inputs so that they would include the essence of POS and PSS in enhancing their plan to retain the employees.

5.4 Limitations and recommendations

In this current study, there are some possible limitations that can be addressed. The first limitation is the language barriers. The respondents' comprehension and proficiency level are below average and they might misunderstand the meaning of the question in the item (TIS-15), (SPOS-8) and (MSPSS-12). There were a number of participants who approaches the researcher team, searching for the explanation and meaning for some of the questions in TIS-15 e.g. "How satisfying is your job in fulfilling your personal needs?" Perhaps the English proficiency may affect the results, Harzing, Reiche and Pudelko (2013) suggest that it is very crucial to make a language translation of the survey into the respective main language in the country. Therefore, the future researcher should have a bilingual survey which consists of English language and Malay language. This is due to majority of the off shore worker are Malay and their mother tongue is in Malay language.

Besides, the current research focuses on the general understanding and shows preliminary evidences regarding the relationship of POS, PSS towards TI among offshore oil and gas workers. Therefore, further study should emphasize more into collecting data into three different group mainly offshore workers before leaving to oil platform, during on the platform, and lastly upon arrival back to the shore so that there will be more in depth understanding prevalence of POS, PSS towards TI in all three different setting.

Furthermore, the following limitation is the sampling method that current research is applying which is snowball sampling. For this method, we require a person who needs to fulfill our needs. This might create a Halo effect when the person distribute to his subordinates, they might fill in the survey form positively in terms of filling high score for both POS and PSS and low score for TI due to under supervision from their on-site supervisors. Future researcher

should take account into this factor as this might not able to predict the intended variable. Future researcher should separate data from offshore collection and onshore collection and examine them separately to ensure the accuracy of the data and results.

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Appendix A



**Department of Psychology and Counseling
Faculty of Arts and Social Science
Universiti Tunku Abdul Rahman**

Introduction

We would like to conduct a research study to examine the association of perceived social support, perceived organizational support and turnover intention.

Procedures and Confidentiality

The following questionnaire will require approximately 10-15 minutes to complete. All information provided will remain as **private and confidential**. The information given will only be reported as group data with no identifying information and only use for academic purpose.

Participation

All the information gathered will remain anonymous and confidential. Your information will not be disclosed to any unauthorized person and would be accessible only by group members. Participant in this study is voluntary, you are free to withdraw with consent and discontinue participation in anytime without prejudice. Your responses will be coded numerically in the research assignment for the research interpretation. Your cooperation would be greatly appreciated. Please feel free to contact the researchers via yewjin@1utar.my (Mr. Yew Jin) if you have any inquires.

If you choose to participate in this project, please answer all the questions as honestly as possible and return the completed questionnaire promptly. By signing this informed consent form you are indicating that you understand the nature of the research study and your role in that research and that you agree to participate in the research.

Sincerely,

Yew Jin

Universiti Tunku Abdul Rahman Malaysia

By signing this form I am stating that I am at least 18 years old and that I understand the above information and consent to participate in this study.

Participant's Printed Name (optional)

Participant's Signature

Date

Appendix C

Demographic Information

Please fill in your personal details or circle **ONE** option.

a.) Age: _____

b.) Sex: 1. Male
 2. Female

c.) Ethnicity: 1. Malay 3. Indian
 2. Chinese 4. Others. (*Specify:* _____)

d.) Religion: 1. Muslim 3. Hindu 5. Other (*Specify:* _____)
 2. Buddhist 4. Christian

e.) Nationality: 1. Malaysian
 2. Non Malaysian (*Specify:* _____)

f.) Marital Status: 1. Single
 2. In a relationship
 3. Married

g.) Years of Experience: 1. 0-5 years
 2. 5- 10 years
 3. More than 10 years (*Specify:* _____)

h.) Education Level: 1. Below SPM 4. Diploma or equivalent
 2. SPM or equivalent 5. Bachelor degree or equivalent
 3. STPM or equivalent 6. Postgraduates or equivalent

Appendix E

Multidimensional Scale of Perceived Social Support (Zimet, Dahlem, Zimet & Farley, 1988)

Instructions: We are interested in how you feel about the following statements. Read each statement carefully. Indicate how you feel about each statement.

Circle the "1" if you **Very Strongly Disagree** Circle the "2" if you **Strongly Disagree** Circle the "3" if you **Mildly Disagree** Circle the "4" if you are **Neutral** Circle the "5" if you **Mildly Agree** Circle the "6" if you **Strongly Agree** Circle the "7" if you **Very Strongly Agree**

- | | | | | | | | | |
|-----|--|---|---|---|---|---|---|---|
| 1. | There is a special person who is around when I am in need. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2. | There is a special person with whom I can share my joys and sorrows. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3. | My family really tries to help me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4. | I get the emotional help and support I need from my family. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5. | I have a special person who is a real source of comfort to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. | My friends really try to help me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. | I can count on my friends when things go wrong. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. | I can talk about my problems with my family. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. | I have friends with whom I can share my joys and sorrows. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. | There is a special person in my life who cares about my feelings. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. | My family is willing to help me make decisions. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. | I can talk about my problems with my friends. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Appendix F

TURNOVER INTENTION SCALE (TIS-15)

Copyright © 2004, G. Roodt

The following section aims to ascertain the extent to which you intend to stay at the organisation.

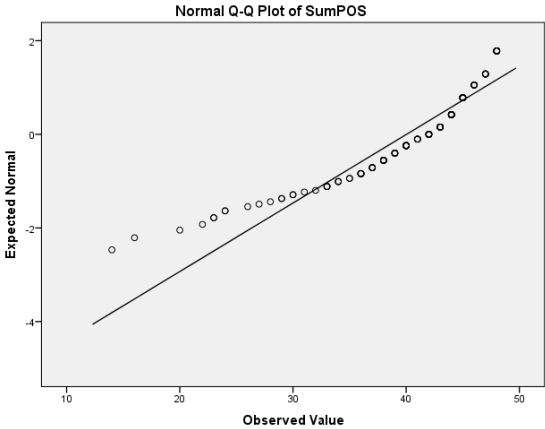
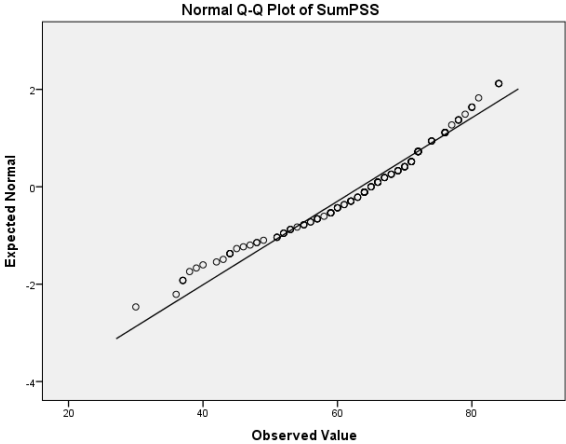
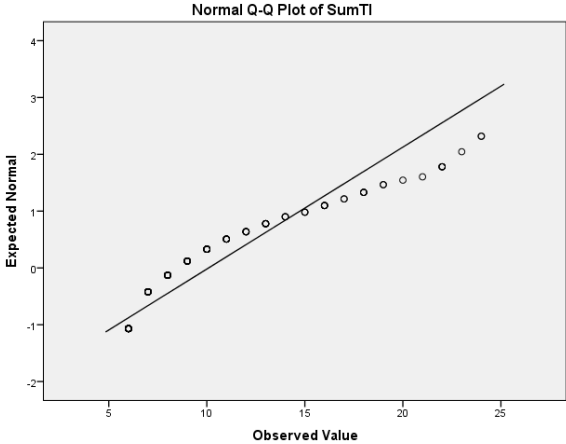
Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS.....

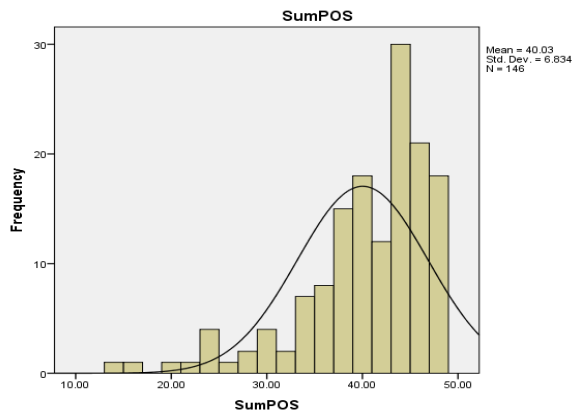
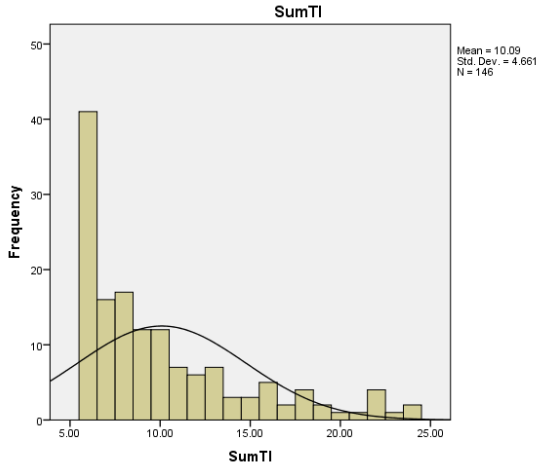
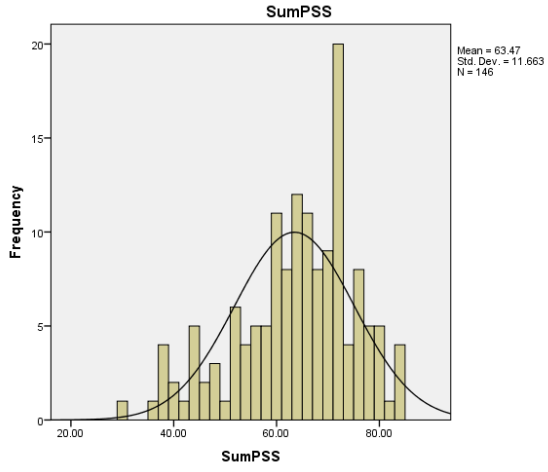
1	How often have you considered leaving your job?	Never	1-----2-----3-----4-----5	Always
2	How frequently do you scan the newspapers in search of alternative job opportunities?	Never	1-----2-----3-----4-----5	All the time
3	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1-----2-----3-----4-----5	Totally dissatisfying
4	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-----2-----3-----4-----5	Always
5	How often are your personal values at work compromised?	Never	1-----2-----3-----4-----5	Always
6	How often do you dream about getting another job that will better suit your personal needs?	Never	1-----2-----3-----4-----5	Always
7	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-----2-----3-----4-----5	Highly likely
8	How often do you look forward to another day at work?	Always	1-----2-----3-----4-----5	Never
9	How often do you think about starting your own business?	Never	1-----2-----3-----4-----5	Always
10R	To what extent do responsibilities prevent you from quitting your job?	To no extent	1-----2-----3-----4-----5	To a very large extent
11R	To what extent do the benefits associated with your current job prevent you from quitting your job?	To no extent	1-----2-----3-----4-----5	To a very large extent
12	How frequently are you emotionally agitated when arriving home after work?	Never	1-----2-----3-----4-----5	All of the time
13	To what extent does your current job have a negative effect on your personal well-being?	To no extent	1-----2-----3-----4-----5	To a very large extent
14R	To what extent does the "fear of the unknown", prevent you from quitting?	To no extent	1-----2-----3-----4-----5	To a very large extent
15	How frequently do you scan the internet in search of alternative job opportunities?	Never	1-----2-----3-----4-----5	All of the time

Appendix G

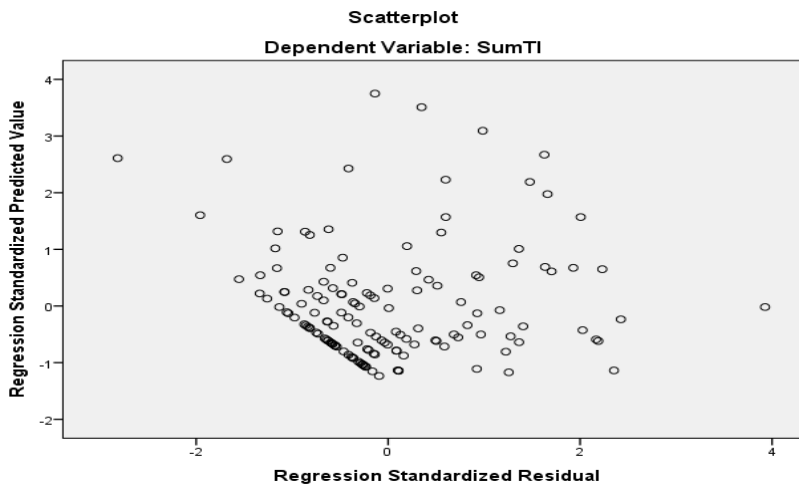
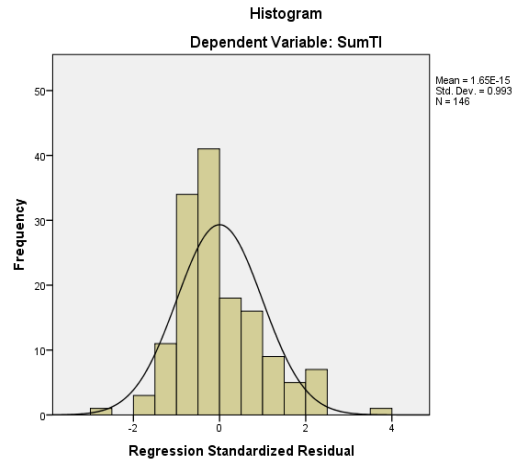
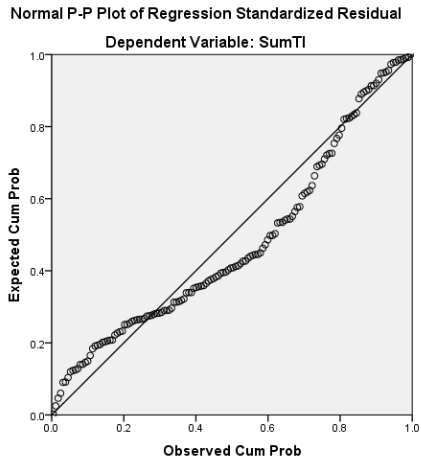
Q-Q plots



Histograms



Appendix H

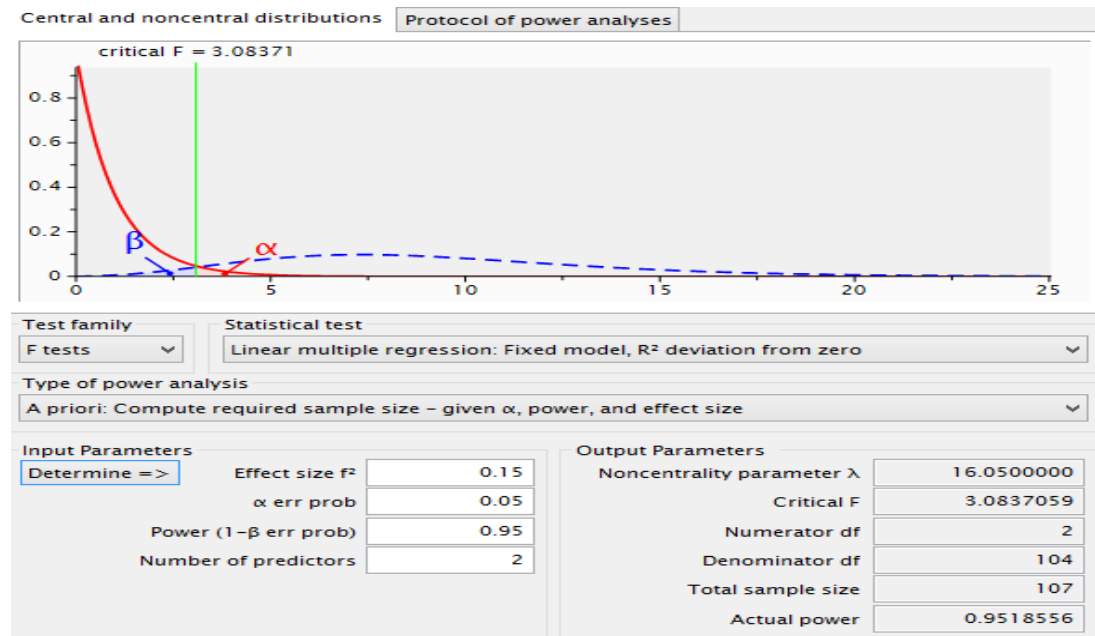


Appendix I

Descriptive statistics of all variables

Statistics

		SumPSS	SumTI	SumPOS
N	Valid	146	146	146
Mean		63.4726	10.0890	40.0274
Median		65.0000	8.0000	42.0000
Mode		72.00	6.00	44.00
Std. Deviation		11.66320	4.66080	6.83394
Variance		136.030	21.723	46.703
Range		54.00	18.00	34.00
Sum		9267.00	1473.00	5844.00



Appendix J

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	6.3345	21.4894	10.0890	3.04055	146
Std. Predicted Value	-1.235	3.749	.000	1.000	146
Standard Error of Predicted Value	.297	1.168	.481	.170	146
Adjusted Predicted Value	6.3413	21.5485	10.0912	3.04508	146
Residual	-10.02421	13.96914	.00000	3.53244	146
Std. Residual	-2.818	3.927	.000	.993	146
Stud. Residual	-2.908	3.941	.000	1.005	146
Deleted Residual	-10.67080	14.07024	-.00220	3.61906	146
Stud. Deleted Residual	-2.987	4.160	.003	1.018	146
Mahal. Distance	.018	14.638	1.986	2.482	146
Cook's Distance	.000	.182	.008	.020	146
Centered Leverage Value	.000	.101	.014	.017	146

a. Dependent Variable: SumTI

Appendix K

Case summaries for outliers

Case Number	Mahalanobis Distance	Cook's Distance	Centered Leverage Value
3	.04872	.03748	.00034
19	.44897	.00109	.00310
32	1.36466	.00019	.00941
36	.61328	.00218	.00423
38	7.16110	.05578	.04939
40	12.37645	.00454	.08535

Re: U/SERC/46/2019

11 March 2019

Dr Chie Qiu Ting
Head, Department of Psychology and Counselling
Faculty of Arts and Social Science
Universiti Tunku Abdul Rahman
Jalan Universiti, Bandar Baru Barat
31900 Kampar, Perak.

Dear Dr Chie,

Ethical Approval For Research Project/Protocol

We refer to the application for ethical approval for your students' research projects from Bachelor of Social Science (Hons) Psychology programme enrolled in course UAPZ3023. We are pleased to inform you that the application has been approved under expedited review.

The details of the research projects are as follows:

	Research Title	Student's Name	Supervisor's Name	Approval Validity
1.	Perceived Organizational Support and Perceived Social Support as Predictor for Turnover Intention	1. Yew Jin 2. Yaw Kah Yipp 3. Rubenesvaran Rau a/l Home Narayanan	Ms Sanggari	11 March 2019 – 10 March 2020

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research;
- (2) Confidentiality of participants' personal data must be maintained; and
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines.

Should the students collect personal data of participants in their studies, please have the participants sign the attached Personal Data Protection Statement for records.

Thank you.

Yours sincerely,



Professor Ts Dr Faidz bin Abd Rahman

Chairman

UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Arts and Social Science
 Director, Institute of Postgraduate Studies and Research

POS and PSS in predicting TI

by RUBENESVARAN RAU HOME NARAYANAN

Submission date: 18-Mar-2019 11:45AM (UTC+0800)

Submission ID: 1095070598

File name: Chapter_3,4,_and_5.docx (36.69K)

Word count: 4433

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3.0 Introduction

In this chapter, researcher's techniques for establishing a standard of measures for conducting a research are based on the needs of describing, proving, and providing an analytical approach to explain a phenomena (Rajasekar, Philominathan, & Chinnathambi, 2013). Firstly, research design explains the approach and type of design used for the study. Research sample will pertain to general overview of sample of study, sample size calculation and sampling method. Location of study will summarize the setting and population of study whereas instrumentation discuss about the instruments that will be used to measure the variables in the study. Research procedure will explain the steps of data collection and data analysis used for the study.

3.1 Research Design

Quantitative approach was adopted to study the sample of offshore oil and gas workers and their turnover intention (TI) through perceived social support (PSS) and perceived organizational support (POS). Bryman (2001) contend quantitative research approach is type of research that accentuates numbers and figures in data collection and analysis. Daniel (2016) mentions that using statistical data for research description and analysis decreases time and effort that researcher required in result description.

23
Cross-sectional design was used for this study. Cross-sectional design was adapted to its unique characteristics; no time aspect; its feature of measuring differences in existing context (Bethlehem, 1999). Cross-sectional study can provide a clear description of the outcome, at that specific time. Moreover, Bethlehem (1999), suggested that cross-sectional study involves in collecting data in one point of time in addition to drawing inferences

between demographics and subjects of research. Another advantage of using cross-sectional design due to it can estimate prevalence and outcome (TI in our case) because the sample is taken from the population. Besides, cross-sectional research design are relatively inexpensive and generally used as survey technique to gather data and require little time to conduct.

Data collection in this study was done through collection of questionnaire as research team used survey research design. Privitera (2014) defines survey research design as technique which the individual or group will be evaluated, designated or described through the usage of written or oral form of survey. ¹¹ Correlational research design was adopted for this study. Correlational research design according to Privitera (2014) is the investigation of various variables on the corroborating the degree of change or value retention for the factors in evident pattern. Hence, correlational survey design was used by the research team to investigate the relationship between PSS, POS and TI among offshore oil and gas workers in Malaysia.

3.2 Research Sample

Bhattacharjee (2012) suggested that sampling frame is known as the working population that can be drawn as samples. Randomly selected upstream oil and gas organizations from two states (Terengganu and Sarawak) was drawn as sample to gain a better understanding of our variables (POS, PSS and TI). The states were chosen for most of the upstream and oil refinery plants were covered there (Sylvester & Abdul Rani, 2011).

Targeted population was 17350 as employees of oil and gas industry in Malaysia. Therefore, sample size calculation was done as per population standard based on two method. Firstly, Green (1991)'s rule of thumb ($104 + k$) were considered with two predictors from our study, therefore the minimum sample size were computed to be 106. Another method that

was analyzed is through using G*Power 3.1 free sample size calculator that was developed by Faul, Erdfelder, Buchner and Lang (2009) which was found to be 107 (refer to Appendix A). Therefore, due to likeness of both method, Green (1991) rule of thumb was adopted.

Snowball sampling method was used for data collection of this study. Snowball sampling is defined as a method for finding research subject through the recommendation of the initial subject who give names of others they know who also meet the selection requirement (Vogt, 1999). Studies had shown that snowball sampling can be used to make inference among hard to reach samples (Atkinson & Fint, 2001; Miller & Brewer, 2012). The offshore workers are unable to be reached due to their workplace (oil rig) requires health, safety and environment (HSE) clearance and offshore oil and gas organizations are very particular about confidentiality which they are not keen in divulging any sensitive information to outsiders of the organization.

It is also important to take note that the dangerous and difficult nature of offshore working environment might jeopardize the safety of others who are not keen in the safety procedures of workplace. It is pointed out in Afzainizam et.al (2016) study which offshore working environment is naturally dangerous and difficult and this is reflected on the workplace filled with lots of noise and activities. The research team was unable to collect data directly from the workplace itself even granted with permission due to risky nature of workplace. Hence, the research team passed the questionnaire to selected individuals in the organization. These selected individuals are those who assisted the research team in distributing the questionnaire to their colleagues in the organization. They assisted the research team by distributing the online link and printed copies of the questionnaire to the workers who both fit the description of sample study as well voluntarily participate in the study. This was done to achieve the intended sample size of study based on sample calculation.

3.3 Research Location

Research was conducted in Malaysia particularly on the offshores of Terengganu and Sarawak. Sylvester and Abdul Rani (2011) mentions that most of the upstream oil and gas activity were covered there. Several oil and gas companies from both of these states that fits our research criteria will be selected randomly.

Target population are referred to its characteristics that are distinctive and unique where the research is emphasized (Bhattacharjee, 2012). In this study, total number of employees working under petroleum and natural gas mining industry were the targeted population. Department of Statistics Malaysia (DOSM) provides exact figure of 17350 employees as of the year 2014 (“Department of Statistics Malaysia Official Portal, 2016”). The employees were broke down into categories; 54.1% are from managerial and professional line, 28.8% are technicians and associate professionals, 8.6% are from clerical and related occupations, 5.6% are from production or operative workers who are directly employed, 1.3% encompassed of production or operative workers who are under labour contracts and the remaining 1.6% are elementary workers in 2014 (“Department of Statistics Malaysia Official Portal, 2016”).

3.4 Instrumentation

The research instruments used in this study are Multidimensional Scale of Perceived Social Support (MSPSS), 8-item version of Survey of Perceived Organizational Support (SPOS-8) and 6-item version of Turnover Intention Scale (TIS-15). These instruments were used to measure the variables mentioned in the study.

Perceived Social Support. Multidimensional Scale of Perceived Social Support (MSPSS) was developed by Zimet, Dahlem, Zimet & Farley (1988). MSPSS is a 12 items scale which consists of 3 subscales. The subscales are family (items 3, 4, 8 and 11), friends (items 6, 7, 9 and 12) and significant others (items 1, 2, 5 and 10). The example items are: “There is a special person who is around when I am in need.”, and “My family is willing to help me make decisions.” The items were rated on a 7-point Likert scale ranging from (1= *very strongly disagree* to 7= *very strongly agree*). Score for items related to each subscale were summed up and higher score indicates greater perceived social support for the subscale. Zimet et.al (1990) reported the scale to have $\alpha = .84$ to $.92$ and strong factorial validity was established which affirms the three subscales structure of the MSPSS.

Perceived Organizational Support. Survey of Perceived Organizational Support (SPOS) is developed by Eisenberger, Huntington, Hutchinson, & Sowa (1986) to measure the POS. SPOS-8 is adapted originally from 36-item version of SPOS. The eight item version was used for this study since Rhoades and Eisenberger (2002) states that the usage of shorter versions of the scale does not pose difficulties as the original scale is unidimensional and has high internal reliability. Each item were measured based on 7-point Likert scale, (0=*strongly disagree*, 6=*strongly agree*). Sample items included were (e.g. “The organization values my contribution to its well-being”, “The organization really cares about my well-being”, and “The organization cares about my general satisfaction at work”). There are four items which

are item number two, three, five and seven are reverse keyed items. Total score were quantified through summation of individual responses with respect to all the items in the instrument which higher score reflects individual having greater perceived organizational support. Worley, Fuqua and Hellman (2009) reported the SPOS-8 reliability to be $\alpha = .93$ as well significant convergent validity in their study.

Turnover Intention. Turnover Intention Scale (TIS-15), which developed by Roodt (2004), was used to measure the level of turnover intention among offshore worker. TIS-15 was adopted for study due to the reliability and validity of the scale, even though there was a probability of using TIS-6 (revised version). Sample items included were (e.g. “How often you consider leaving your job”, “How satisfying is your job in fulfilling your personal needs”, and “How often do you look forward to another day at work?”). Participants’ response were measured in a Bipolar 5-step response scale defined by two opposites (*never - always; to no extent - to a very large extent; highly unlikely - highly likely*). The total score were calculated by mere addition of the individual item scores and the higher score indicated a higher level of TI. The Cronbach’s alpha for this scale was reported to be $\alpha = .80$ (Bothma & Roodt’s 2013). TIS-15 was confirmed to have criterion-predictive validity and differential validity (Bothma & Roodt, 2013).

3.5 Pilot Study

Pilot study was conducted to pre-test the research instruments used in this study. Pilot study is frequently used to pre-test the instrument research instrument (Baker, 1994). Referring to Baker (1994), a sample size that is based on 10% to 20% of the sample size of the main study is rational number for number of participants in the pilot study. The study took 10% of the main sample size for the pilot study. Baker (1994) further mentions that

conducting pilot study increases chance of success in the main study although it does not ensure success. De Vaus (1993) remarks that researchers should conduct pilot study to verify if the participants are having difficulties in answering the research instruments. The results of the pilot study will indicate if the research instruments are suitable for the main study based on the reliability result of each research instrument (MSPSS, SPOS-8, and TIS-6).

3.6 Research Procedure

The questionnaire was distributed through paper and pen as well as online. Qualtrics, an online tool for survey distribution was used to distribute the questionnaire online to participants. The online link of the questionnaire and the printed copies of questionnaire were sent to selected individual who are working in oil and gas industry in the shores of Terengganu and Sarawak for them to distribute to their known colleague who fits the criteria and voluntarily participate in the study. The selected individuals were briefed about the steps on administering questionnaire and clarified of any questions they have regarding the study.

Questionnaire consist of the informed consent, demographic information and instrument. The informed consent included purpose of study, duration of questionnaire, voluntarily participation clause, statement on benefits and foreseeable risks or discomfort of study for participants, privacy and confidentiality clause and contact information.

Demographic information consist of sex, age, ethnicity and religion whereas the instrument involved will be MSPSS, SPOS-8 and TI-6. Participants are required to read and sign the informed consent before answering the questionnaire. Data collection procedures adhered to University Tunku Abdul Rahman (UTAR) ethic committee guidelines (See Appendix). Questionnaires completed by participants were returned to research team for further analysis using IBM SPSS Statistics version 25.0.

3.7 Data Processing and Analysis Plan

IBM Statistical Package for Social Science (SPSS) version 25.0 was used to analyze the collected data from the study. Demographic information obtained from the study such as sex, age, ethnicity and religion were examined via descriptive analysis. The independent variables (IV); perceived social support (PSS) and perceived organizational support (POS) in addition the dependent variable (DV); turnover intention (TI) were analyzed in the study through inferential analysis consisting of Pearson Product Moment Correlation Coefficient Analysis (PPMC) and multiple linear regression test.

PPMC was used to examine the correlations between PSS, POS and TI. The justification for using PPMC is based on Walk and Rupp (2010) stating that Pearson correlation coefficient is a statistical measure that indicated the linear relationship's direction, strength, and significance between each IV and DV. Multiple regression analysis was conducted to explain the variance of DV by using one or more IV as indicated by Cohen, Cohen, West, and Aiken (2003) as an extension of simple linear regression analysis. The result from tested relationship will indicate the importance of each IV relationship towards the prediction of DV. In this research, multiple linear regression was used to test the relationship between all independent and dependent variables. The two IVs (POS, PSS) were recognized to act as the influential feature towards the DV (TI). Lastly, the significance level of 0.05 was used as a cut-off for statistical analysis.

Chapter Summary

²¹ The research design of the study used a quantitative approach, cross-sectional design and correlational survey design. The workers of the oil and gas industry in the shores of Terengganu and Sarawak were recruited as samples for the study through snowball sampling. The instruments used to measure for the study were ²⁰ Multidimensional Scale of Perceived Social Support (MSPSS), 8-item version of Survey of Perceived Organizational Support (SPOS-8) and 6-item version of Turnover Intention Scale (TSI-6). ²⁵ Pilot study was conducted to test the reliability of instruments before the main study. Finally, descriptive analysis and inferential analysis such as ¹² Pearson Product Moment Correlation Coefficient analysis (PPMC) and multiple linear regression test ¹⁹ were performed via IBM Statistical Package for Social Science (SPSS) version 25.

Chapter 4: Results

4.1 Reliability analysis

4.1.1 Reliability test

Table 1

Reliability of the variable.

Variable	Pilot Study (N=30)	Actual Study (N=146)
Perceived Organizational Support(POS)	.709	.818
Perceived Social Support (PSS)	.930	.885
Turnover Intention	.809	.838

Table 1 shows the result of reliability test using IBM SPSS version 23 software. SPSS result of the actual study shows that the reliability of Perceived Organizational Support (POS) is ($\alpha = .709$) in pilot study, and actual study shows ($\alpha = .818$) and the Perceived Social Support (PSS) is ($\alpha = .930$) for pilot study, and actual study shows ($\alpha = .885$). Besides, Turnover Intention (TI) shows reliability of ($\alpha = .809$) for the pilot study, and ($\alpha = .838$) for the actual study. The reliability if the score if fairly consistent across both studies as the pilot study was conducted entirely on Qualtrics platform, whereas the actual study was mix of face to face survey method and Qualtrics.

4.1.2 Demographic details

Table 2

Participant's demographic

Participants information	n	%
Age		
20-30	44	30.13
31-40	56	38.35
41-50	30	20.54
51-60	15	10.27
60- above	1	0.68
Gender		
Male	143	97.94
Female	3	2.05
Race		
Malay	95	65.06
Chinese	14	9.58
Indian	30	20.54
Others	7	4.79
Religion		
Islam	94	68.43
Buddhist	11	7.53
Hindu	28	19.17
Christian	11	7.53
Others	2	1.36

Table 2 shows the demographic details of our participants. Our participant's age consists of range between 20 years to 60 and above. Most of our participants are from the age of 20 years old to 50 years old. It consists of 30.13% of them are 20-30 years (n=44), 38.35% of them are 31-40 years (n=56), 20.54% of them are 41-50 years (n=30), 10.27% of them are 51-60 years (n=15), 0.68% of them are 60 and above years old (n=1). Our participants consists of 143 male (97.94%) and 3 female (2.05%). Among all our participants, 65.06% of them is Malay, 9.58% is Chinese, 20.54% are Indians, and the rest of them are others category consists of Punjabi and other nationalities. The majority of our participants are Muslims with 68.43% of participants (n=94) followed by Hindus and rest are Buddhists and Christians.

Table 3

Participant's demographic

Participants information	n	%
Nationality		
Malaysian	142	97.26
Non- Malaysian	4	2.73
Marital status		
Single	21	14.38
In a relationship	4	2.73
Married	121	82.87
Years of experience		
0-5 years	43	29.45
6-10 years	45	30.82
More than 10 years	58	39.72
Highest education level		
Below SPM	2	1.36
SPM or equivalent	40	27.39
STPM or equivalent	1	0.68
Diploma	48	32.87
Bachelor's degree	49	33.56
Postgraduates or equivalent	6	4.10

Table 3 of participant's demographics depicts nationality of our participants.

Although oil and gas industry are thought to be multi-national workforce, our participants consists of 97.26% Malaysians (n=142), and 2.73% (n=4) non Malaysians. Majority of our participants were married at 82.87% (n=121), followed by single at 14.38 % (n=21) and rest is in a relationship. Participant's years of experience falls closer to one and other as most of our participants are seasoned offshore workers with more than 10 years of experience 39.72% (n=58), secondly 6-10 years of experience at 30.82% (n=45), followed closely by offshore oil and gas workers at 0-5 years of experience at 29.45% (n=43). Finally, most of our participants are having at least SPM certificate, Diploma and Bachelor's degree, where only small number of participants are below SPM qualification followed by STPM and Postgraduates degree.

Table 4

Participant's demographic

Participants information	n	%
Salary range		
RM 5000 and below	58	39.72
RM 5000-RM10000	44	30.13
RM 10000-RM15000	17	11.64
RM15000-RM20000	20	13.69
RM20000-above	7	4.79

Table 4 displays participant's salary information. Most of our participants are receiving RM5000 and below as salary at 39.72% (n=58), followed closely by RM5000-RM10000 at 30.13% (n=44), next would be RM15000-RM20000 at 13.69% (n=20), followed by 11.64% (n=17) falls between RM10000-RM15000 salary range, and lastly is participants earning more than RM20000 monthly salary at 4.79% (n=7).

4.2 Correlation Analysis

Table 5

Correlation table.

		POS	PSS
Turnover	Pearson Correlation	-.649**	-.179*
Intention	Sig. (2-tailed)	.000	.030
	Sum of Squares and Cross-products	-2996.356	-1412.144
	Covariance	-20.665	-9.739
	N	146	146

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

* Correlation is significant at the 0.05 level (2-tailed).

4.2.1 Perceived organizational support predicting turnover intention

The results of Pearson correlation showed that there was a significant negative correlation between perceived organizational support sum score and turnover intention scores, $r(146) = -.649, p = .001$. The higher the score of perceived organizational support, the lower the turnover intention scores.

4.2.2 Perceived social support predicting turnover intention

The results of Pearson correlation showed that there was a significant negative correlation between perceived organizational support sum score and turnover intention scores, $r(146) = -.179, p = .001$. The higher of perceived social support, the lower the turnover intention scores.

4.3 Multiple regression analysis

Table 6

Multiple regression analysis.

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1	29.233	2.202		13.278	.000

a. Predictors (Constant), PSS, POS

b. Dependent variable: Turnover intention

Table 7

Model Summary

Model	R	R Square	Adjusted R Square	Sig. F Change	Durbin-Watson
1	.652 ^a	.426	.418	.000	1.595

a. Predictors (Constant), PSS, POS

b. Dependent variable: TI

In our research model, we had conducted a multiple regression analysis to identify which is the strongest predictor toward turnover intention among offshore oil and gas workers in Malaysia. According to table 6 and table 7, multiple regression analysis was used to test if the POS and PSS significantly predicts TI. The model was statistically significant, $F(2, 141) = 52.974, p = .001$ and accounted for 41.8% of the variance. It was found that POS significantly predicted TI among offshore oil and gas workers ($\beta = -0.637, p = .001$) compared to PSS ($\beta = -0.69, p = .283$).

Chapter 5

5.1 Discussion

5.1.1 Research Question 1

RQ1: Does perceived social support result in turnover intention among offshore oil and gas worker?

H1: Perceived Social Support will result in turnover intention among offshore oil and gas worker.

The alternative hypothesis *H1* is accepted as the Pearson correlation test shows ¹the relationship between perceived social support (PSS) and turnover intention (TI) to be significantly negative. The result of the study is supported by past studies (Lobburi, 2012; Nelson 1991). Particularly, the study from Lobburi (2012) as it indicates that non-workplace social support (family & friends) also affect TI among employees in collectivist culture. Hofstede (1991) mentions that collectivist culture is understood as individuals are unified into synergistic and robust in-groups and families.

Noordin and Jusoff (2010) remarks that the general accepted notion of culture is Asians are tend to be collectivist which they recognized themselves with in-groups whereas westerners are the opposite being individualist which focuses more on themselves. Malaysia is an Asian country which the collectivist culture applies to them. It is understood that some employees of a collectivism origin working in the oil and gas industry might have high turnover intention if they do not perceived any form of social support from in-groups such as friends or their own family.

5.1.1 Research Question 2

RQ2: Does perceived organizational support result in turnover intention among offshore worker?

H1: Perceived Organizational Support will result in turnover intention among offshore worker.

The correlation test indicates there is relationship between perceived organizational support (POS) and TI which it is found to be significantly negative. The result of correlation test is also similar to past studies (Cropanzano, Howes, Grandey & Toth, 2007; Kalidass & Bahron, 2015; Tuzun & Kalmechi, 2011). It is understood that individuals with higher POS will have result in lower TI. Cropanzano et al., (1997) study shows employees are unlikely to leave the organization when they feel they are being advocated by their employers.

The organizational support theory Eisenberger et al. (1986) elucidate that the attitudes and behaviours of employee can be affected positively by POS mainly due to the employees feeling the responsibility to compensate back to the organization. Such positive outcome is clearly observable in Loi, Ngo and Foley (2006) research in which organization that advocate their employee's development will often result in employee establishing loyalty to the organization. It can be said that the oil and gas workers in the study are having low turnover intention but they understood that their organization is looking out for them and ensuring their welfare is not neglected.

Based on the regression analysis, POS is found to be the better predictor for TI compared to PSS. Past studies signifies POS as predictor for TI (Preyyer, Jordan, Firms & Travaglione, 2010; Maertz, Griffeth, Campbell, & Allen, 2007, Rhoades & Eiseberger, 2002). Maertz et al. (2007) elucidate about POS is able to affect turnover intention through different mechanism aside from enhancing work attitudes in cumulatively in a global scale. The study continues that POS can affect turnover intention by creating a sense of obligation for employee which they need to repay to the organization. Furthermore, the obligation discourages the notion of turnover and employees will brush off the notion faster.

The exploration of different mechanism also can be seen in Hussain and Asif study (2012) which POS ultimately decreases TI through workplace belongingness and organizational commitment. The similarity between these two studies are POS can affect TI indirectly through other factors. POS as predictor is robust mostly because it also can predict the variables which may end up predicting TI.

5.2 Limitations and recommendations

In this current study, there are some possible limitations that can be addressed. The first limitation is the language barriers. The respondents' comprehension and proficiency level are below average and they might misunderstand the meaning of the question in the item (TIS-15), (SPOS-8) and (MSPSS-12). There were a number of participants who approaches the researcher team, searching for the explanation and meaning for some of the questions in TIS-15 e.g. "How satisfying is your job in fulfilling your personal needs?" Perhaps the English proficiency may affect the results, Harzing, Reiche and Pudelko (2013) suggest that it is very crucial to make a language translation of the survey into the respective main language in the country. Therefore, the future researcher should have a bilingual survey

which consists of English language and Malay language. This is due to majority of the offshore workers are Malay and their mother tongue is in Malay language.

Besides, the current research focuses on the general understanding and shows preliminary evidences regarding the relationship of POS, PSS towards TI among offshore oil and gas workers. Therefore, further study should emphasize more into collecting data into three different groups mainly offshore workers before leaving to oil platform, during on the platform, and lastly upon arrival back to the shore so that there will be more in depth understanding prevalence of POS, PSS towards TI in all three different settings.

5.3 Implication

For theoretical implication, the result of the current study could provide a new insight on the prevalence of POS, PSS and TI in the oil and gas industry. Moreover, the present study also contributes to the development and understanding of the topic since studies regarding parameters of our variables were not explored in Oil and Gas workers.

For practical implications, the outcome of the study not only provides new inputs in the management and organizational area studies, but also will contribute a fresh input to the oil and gas companies in understanding the reason behind which caused the employee to have the intention of quitting their jobs.

5.4 Conclusion

Conclusion

In a nutshell, the present study support the hypothesis that there is a significant negative relationship in POS and PSS in predicting TI among offshore oil and gas workers in Malaysia. For the facts given, the significance level POS was found to be statistically significant after running multiple regression analysis compared to PSS, however both variables shows that higher the score of PSS and PSS, the lower the score for TI. This signifies offshore oil and gas workers are having relatively high POS and PSS and lower TI in Malaysia. Moreover, extensive studies are needed to address the limitations of our study to provide more in depth understanding in this context. As we know, many organization faced the issue of turnover as stated by Puteh and Arshad (2015) and the oil and gas industry is no exception as indicated in study of Radda, Majidadi and Akanno (2015) as Human Resource (HR) leaders in oil and gas industry are having issues not only in employee turnover, but retaining talents as well. Therefore, our study can provide understanding in causes of turnover intention and prediction of voluntary turnover among the offshore oil and gas industry workers.

POS and PSS in predicting TI

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