

FACTORS AFFECTING TURNOVER INTENTION
OF GENERATION Y WORKERS IN TIMBER
(WOOD WORKING) INDUSTRY OF MALAYSIA

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AUGUST 2019

Factors Affecting Turnover Intention of Generation Y
Workers in Timber (Wood Working) Industry of
Malaysia

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A research project submitted in partial fulfilment of the
requirement for the degree of

Master of Business Administration

Universiti Tunku Abdul Rahman

Faculty of Accountancy and Management

August 2019

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Malaysia

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ACKNOWLEDGEMENTS

I would like to take this opportunity to express my deepest appreciation to all the people who assisted and supported me in completing this study.

First and foremost, I would like to thank my supervisor, Dr. Komathi a/p Munusamy, for her patient and continuous support in this research study. She devoted her precious time and efforts in providing guidance and advices through the whole process of this study.

Secondly, I would like to express my appreciation to all the respondents who are willing to spend their precious time and effort in understanding and completing the questionnaire. This research study would not been completed without their kind cooperation, honest contribution and feedback with valuable information.

Last but not least, I would like to give a special thanks to Universiti Tunku Abdul Rahman (UTAR) for providing me the necessary facilities in accessing to various resources that assisted me in completing the project. In addition, I am truly appreciated to all the contributors who are not mentioned above. This research project would not be able to complete without their guidance, assistance, and support.

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ABSTRACT

Human labour is an important asset for all the industry, especially for manufacturing industry. In woodworking industry, human labour plays a significant role in the manufacturing process. However, this industry is facing shortage of workers and difficult to retain their existing employees. Hence, the researcher aim to find out the factors that affect the turnover intention of the Generation Y who are the major workforce in the current economy.

Based on the literature review, the researcher has identified five factors that influence the turnover intention of Generation Y, namely personal dimensions, job attitudes, work-life balance, organizational strategies and working environment. The objectives of the study are to examine if the five factors have negative direct effect towards the turnover intention. As such, the researcher used simple random sampling to conduct a survey among the Generation Y workers in the woodworking industry.

The results show that all factors have negative direct effect on employees' turnover intention. However, only organizational strategies and working environment are the significant factors that influence the turnover intention of the Generation Y workers. This study can provide the top management of the woodworking industry to formulate better strategies to reduce their turnover intention and attract good employees. Nonetheless, the researcher has highlighted the limitation of the study and proposed few recommendations to improve future study.

CHAPTER 1

INTRODUCTION

1.0 Introduction

Wood working industry is one of the existing industries that heavily rely on human capitals. However, the participation of Generation Y in this industry is declining, leading to shortage of workers in the wood working industry. The objective of this research is to find out the five factors that affecting the turnover intention of the Generation Y, namely personal dimensions, job attitudes, work-life balance, organizational strategies and working environment. The findings shall provide more understanding on how these five factors affect the turnover intention of the Generation Y and way forward for the employers in wood working industry to maintain their Generation Y workers. In this chapter, it presents the background of the study, problem statement, research questions, research objectives, summary of hypotheses, significance of the study and delimitations of the study.

1.1 Background of the Study

1.1.1 Turnover Intention

Based on findings from Sujansky and Ferri-Reed (2009) and Wan Yusof et al. (2013), the turnover of various industries is highly contributed by Generation Y workforce. Turnover intention is define as the determination of employees to quit their job (Ali, 2008). Study from Solnet et al. (2012) had shown that Generation Y

are more likely to think about quitting their job when compared to other generational workforces. In Malaysia, the impact of Generation Y turnover has significantly affected the job retention of various industries as more than 50% of the Malaysian workforce is the Generation Y (Price House Water Coopers, 2012).

This phenomenon is related to the high migration rate of skilled employees. According to Chong et al. (2013), there are 276,558 educated adults Malaysian migrated to other countries, and 44% of this group has migrated to Singapore. Subsequently, Malaysian labour market becomes shortage of talent workers (Marthandan et al, 2013).

In terms of long-term development, the transition of knowledge will be suspended, especially the Generation Y switching job from industry to industry, leading to high financial cost to train new employees. Research from Ng'ethe et al. (2012) also supported that fail to retain talented employees not only lead to manpower shortage, but also the lost of knowledge and experience which will diminish the productivity and services of an organisation. Eventually, the development of Malaysia's economy will be halted if the new main pillar of the country, Generation Y continue to have high turnover intention.

The current workforce consists of three major generations, which are Baby Boomers Generation born from year 1946 to 1964, Generation X from year 1965 to 1979 and Generation Y from 1980 to 2000 (Hendricks & Cope, 2013). However, the Baby Boomers has started to retire from the workplaces and replaced by Generation Y slowly (Sujansky & Ferri-Reed, 2009). Generation Y are typically technology savvy and possess different values compare to Generation X and Baby Boomers. It is deemed to have conflict between different generation and will increase over the years if this issue is not well-addressed (Eisner, 2005).

1.1.2 Wood Working Industry in Malaysia

Manufacturing sector contributed RM1.28 trillion of gross output value and RM294 billions of value added for Malaysia in 2017. Salaries and wages paid from

manufacturing sector in 2017 amounted to RM74.9 billion, an 6.9% increase compare to 2015. For Malaysia wood, furniture and paper products and printing, the Industrial Production Index (IPI) improved 6.5% in May 2019 compare to the previous month. According to Department of Statistic Malaysia, the wood industry has contributed RM785.93 billion (2.81%) of export contribution in year 2016. The export of overall Malaysian timber products has grown 8.65% from RM20,196.6million to RM22,109.33, comparing year 2012 with year 2016. The major exported timber products are furniture (34%), plywood (20%) and sawntimber (15%), according to statistic from Malaysian Timber Industry Board (MTIB). Based on the data from Malaysian Investment Development Authority (MIDA), it was recorded that the total investment in the timber industry in year 2016 amount to RM678.2 million, of which domestic investment amount to RM526.3 million and foreign direct investment amount to RM151.9 million.

Statistic shows that foreign workers in Malaysia has grown rapidly over the last twenty years, from 380,000 foreign workers (Indonesia, Philippines and others) in 1990 to 2.1 million in 2010 (Del Carpio et al., 2015). The share of foreigner in the total labor force increase from 3.5% in 1990 to 9.5% in 2010. In wood working industry, there are 240,000 workers in the current workforce according to statistic in 2016 from Malaysian Timber Industry Board. About 60% of the workers are foreign workers and only 40% are local people. The number of local workers in the timber industry is relatively small compare to the foreign labor. The lack of participation of local workforces is due to the not conducive factory environment of “3Ds”, namely, dirty, difficult and dangerous. Despite the fact that the working environment can be overcome by automation, many of the workers still quit this industry after experience the “3Ds” environment.

Nevertheless, the Eleventh Malaysia Plan (2016 to 2020) is expected to boost the manufacturing industry to 5.1% per annum by adopting automation and upgrading facilities to produce complex and diverse products which eventually enhance the productivity. Without enough workforce, the wood working industry will become stagnant and unable to achieve the same target as other manufacturing industry.

1.2 Problem Statement

Research from Baba and Sliong (2012) found that 61% of the managers having difficulty in retaining Generation Y employees. This has become a critical issue to the organisation globally as the business environment nowadays are very competitive. Being able to retain good employees can strengthen the competitiveness of an organisation and increase the global landscape (Idris, 2014). However, good employees are usually in demand and difficult to find a replacement (P. Brown et al., 2013). Due to the high demand, good employees are less likely to show loyalty to one organisation. Moreover, study from Kumar & Santhos (2014) shows that skilled employees are commonly less likely to show loyalty and prefer to paradigm to new employment.

Unable to retain employees subsequent to extra time and cost to train new employees. Furthermore, it takes time for the new employees to gain sufficient experience before they are as capable as the previous employees. All these losses are considered additional cost for the organisation which can affect an organization profitability (Appiah et al., 2013). Around RM25,000 to RM30,000 of replacement cost is incurred for every single leaving employee, according to Mr. Shamsuddin Bardan, Executive Director of Malaysia Employer Federation (Lee, 2012). Worst still, the leftover work before hiring new employees will be distributed to the remaining employees which could cause over workloads to them and directly increase their burdens (Neog & Barua, 2015).

In Asian Pacific Region, Generation Y tend to have the shortest service period to the organisation, i.e. average of 18 months; meanwhile other generations have a wider range, i.e. four years. In Malaysia, the job leaving of Generation Y is increasing and caused shortage of talents (Downe et al., 2012). Many job vacancies are still unfilled due to shortage of talented employees, result in an overdemand situation in many of the industries (Manpower, 2012). Therefore, it is important to find out the factors of causing turnover intention of the Generation Y, especially when the employers and managers are from Baby Boomers and Generation X.

Moreover, research related to the labour force in wood working sector is very minimal. The latest research from Sandberg et al. (2014) pertaining the wood working industry explore on automation investment in the industry as the material cost and salary of the workforce are fluctuated highly in Switzerland. The survey results from Karlun (2007) showed that Swedish wood processing blue-collar workers sees timber industry is still equipped with underdeveloped production technology. In Malaysia, the latest study related to the wood working sector from Del Carpio et al. (2015) only explore the amount of the labour in the wood working industry. These studies focused on the wood technologies and application of different wood species in Malaysia rather than the human factors. It was found that there is lack of study related to the research on workforces of the wood working industry in Malaysia. Therefore, the researcher aimed to study the situation of the workforces in wood working industry to further understand the turnover intention of the Generation Y, who will soon take over this industry in the next few years.

According to Queiri and Dwaikat (2016) and Deery (2015), the four factors that affect the turnover intention of Generation Y are personal dimensions, job attitudes, work-life balance and organizational strategies. Nevertheless, study from Applebaum et al., (2010) suggested that physical working environment has significant relationship on turnover intention as well. Berkelaar et al. (2012) suggested that undesirable or socially stigmatized dirty work—dirty, dangerous, and demeaning or insulting are factors that can lead to turnover intention of the new generation. As such, this study will explore the factors including personal dimensions, job attitudes, work-life balance, organizational strategies and working environment as the variables that affect the turnover intention for Generation Y.

1.3 Research Questions

Below are the research questions which are developed and designed to address the issues:

-
1. Is there a relationship between personal dimensions and employee turnover intention?
 2. Is there a relationship between job attitudes and employee turnover intention?
 3. Is there a relationship between work-life balance and employee turnover intention?
 4. Is there a relationship between organizational strategies and employee turnover intention?
 5. Is there a relationship between working environment and employee turnover intention?

1.4 Research Objectives

The objectives of the study are to examine the impact of the factors on turnover intention of employee of Generation Y workers as listed below:

1. To examine the relationship between personal dimensions and employee turnover intention.
2. To examine the relationship between job attitudes and employee turnover intention.
3. To examine the relationship between work-life balance and employee turnover intention.
4. To examine the relationship between organizational strategies and employee turnover intention.
5. To examine the relationship between working environment and employee turnover intention.

1.5 Summary of Hypotheses

Based on the research objectives above, the hypotheses of the study was developed as below:

H₁: Personal dimensions has a negative direct effect on employee turnover intention.

H₂: Job attitudes has a negative direct effect on employee turnover intention.

H₃: Work-life balance has a negative direct effect on employee turnover intention.

H₄: Organizational strategies has a negative direct effect on employee turnover intention.

H₅: Working environment has a negative direct effect on employee turnover intention.

1.6 Significance of the Study

This research will provide more understanding on the five factors, namely personal dimensions, job attitudes, work-life balance, organization strategies and working environments that lead to turnover intention of the Generation Y for the organisation employers and managers. The findings will further evaluate the causes of employees' turnover intention.

As the study purposely focus on wood working industry only, it provides a better insight for employers in this industry to understand more about Generation Y as most of the employers are Baby Boomers and Generation X. This is significant for Malaysia wood working industry as the study in this industry is very limited.

Finally, this study can provide a guideline for employers and managers to work out a proper strategy for reducing the turnover intention of their employees. The top management can learn more about the Generation Y and evaluate the weakness of the human policies in of the organisation. The top management can develop the organisation policy to suit the expectation of the Generation Y. The new developed policies may enhance the competitiveness of wood working industry by attracting more Generation Y and retain the existing one. Eventually, it can raise the standards of the wood working industry and make the industry become more competitive internationally. Therefore, an in-dept analysis of Generation Y towards the factors of turnover intention in the wood working industry is necessary.

1.7 Conclusion

This chapter provide an overall view on the turnover intention of Generation Y worked in the wood working industry which consist of background of the study, the wood working industry in Malaysia, problem statement, research questions, research objective, summary of hypothesis and significance of the study. In the upcoming chapter, literature review will be evaluated to further understand each of the factors that affect the turnover intention. Moreover, the next chapter will develop a proposed conceptual framework for the study and explain the relationship of each dependable variable with independent variable.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter will review and define the concepts of Generation Y as well as both the independent and dependent variables, namely personal dimensions, job attitudes, work-life balance, organizational strategies and turnover intentions. It also developed the proposed theoretical framework and explained the relationship between the variables that were formulated in the hypotheses.

2.1 Review of the Literature

2.1.1 Generation Y

There are different definitions from various studies that used to define Generation Y. Crampton and Hodge (2006) classified those who born between 1978 to 2002 is Generation Y. Meanwhile, Gurau (2002) defined Generation Y as those who born between 1980 to 1999. Furthermore, Lau (2018) claimed that different countries have different ages of Generation Y, such as the US Generation Y are the optimists which born between 1981 to 1994 while Malaysia Generation Y are lagged behind from 1985 to 2004. Moreover, studies from Eisner (2005) and Hansen and Leuty (2012) defined Generation Y belongs to those who born between 1980 to 2000. In this study, Generation Y is defined as employees that born between 1980 to 2000 where the employees are aged between 20 to 40 years old.

During the era of 1980s and 1990s, Malaysia was undergoing tremendous development to capture foreign investments to manufacture high-end value-added products for export and Proton was created. Reports from Ministry of Human Resources Malaysia and Department of Statistic Malaysia (DOSM) shows that Malaysia labour force amounted to 15.28 million people while foreign labour force amounted to 7.01 million people in 2018. Among the manufacturing industry, the labour force accounted for 16.8% (2.43 million people) and expected to decrease to 16.2% in 2020. According to statistic from Department of Statistic Malaysia (DOSM), manufacturing sector has created 4,100 jobs in first quarter of 2019. The current position offered in the manufacturing sector is 2.24 million. Generation Y is gradually taking over senior positions in the organisation after the retirement of Baby Boomer-generation. The statistic shows that the workers from 20 to 39 years old are 8.95 million, which accounted for 40.1% of the population of the workers and it is the largest age group in the country.

In the 2010s, the three major generations existed in the workforce are Baby Boomers, Generation X and Generation Y (Hendricks & Cope, 2013). Their characteristics of each generation are as follow (Shaw & Fairhurst, 2008):

- Baby Boomers: Senior, experienced and tradition employers or employees who are about to retire or complete their professional work like.
- Generation X: Majority of the workforce in the present day who enjoy higher income levels and possible career advancement.
- Generation Y or Millennial: Graduate in recent years and begin to join the workforce in the recent years.

The Baby Boomers are increasingly retired from the organisation and replaced by the next generation which is Generation Y. However, the mindset and characteristic of Generation Y are very different compare to the Baby Boomers, which can lead to conflict and difficult transition in the workplace (Robyn & Du Preez, 2013). They experienced different historical, economic and social events which are different from the older cohorts (Reisenwitz & Iyer, 2009). Their experience has created

different characteristic and expectation for the workplace. Generation Y prefer workplace that can develop new skills, has progressive career with a faster phase, eager to embrace change, and willing to try new approaches. They are often being named as “Internet Generation”, “Nintendo Generation”, “Echo Boomers” and etc (Chennault, 2010). Downe et al. (2008) define the characteristic of Generation Y as “strongly motivated by interpersonal network”, attempt to work with their own values at the workplace” and “unlikely to follow traditional management command-and-control style”. Nevertheless, the Generation Y employees are technology savvy, optimistic, tough and multitasking.

Generation Y grew during the era where the Web was created and technology begin to expand rapidly (Lau, 2018). They are raised with the internet who communicate through text instead of verbal communication. Therefore, they are digital-savvy and willing to spend money online. They like to share things and want to be different and discovered by the crowd. Generation Y in the US experienced strong economy coupled with new technology platform such as Yahoo, Google, Ebay, Paypal, Amazon which break away from the tradition methods (Lau, 2018). The Generation Y also went through dot.com bubble burst in the early 2000s and terrorist attacked on 2001 as well as Great Recession in 2009. Whereas, the Malaysia Generation Y witnessed the internet boomed of the telecommunication industry which Digi, Maxis, Celcom selling affordable packages and Nokia and Motorola dominated the mobile devices’ market. Additionally, Generation Y have high level of spending power and make informed decision on their purchases. They utilize internet as their primary channel of gathering information and communication.

It was observed that Malaysia Generation Y emphasized on education which led to their highly education level and intention to pursue postgraduate study. In 2018, among the employed workers 2.7% has no formal education, 13.1% has primary education, 55.6% has secondary school education while 28.6% has tertiary or postgraduate education, according to Department of Statistic Malaysia (DOSM). Moreover, Generation Y grew with nurturing and protective parent who take good cares of their emotion, education and physical need (Martin, 2005). They are being praised for every single effort that they achieved, which result in high expectation on recognition, approval and reward after they enter the workforce. Additionally,

Generation Y also demands their employer to give clear direction when leading them and well support on their actions.

Generation Y like to experience multiple careers which tend to jump from organisations to organisations (Lau, 2018). They are more likely to think about quitting their job compared to other generational workforces (Solnet et al., 2012). This phenomenon is due to experience of Generation Y's parent who losses their job when economic crisis hit which caused the organisations downsizing and introduction of new automated technologies (Shaw & Fairhurst, 2008). Therefore, Generation Y does not over commit to employers and organisations as they think that they are unreliable. Subsequently, Generation Y focus more on self-developing and search for more opportunities in the workplace to learn and grow. They aim for quick career advancement instead of life-long employment. This phenomenon has significantly affected various industries job retention since more than 50% of the Malaysian Generation Y employees left their organisation (Price House Water Coopers, 2012). Additionally, factors such as values, preferences and demands from the new generations who just join the organisation may cause misunderstanding and communication issue (Westerman & Yamamura, 2007). These issues will affect employee productivity, motivation and engagement, subsequently lead to difficulty in employee retention and increasingly turnover intention.

2.1.2 Turnover Intention

Turnover intention is the willingness, attempt, or desire of employees to leave their current workplace voluntarily (Queiri & Dwaikat, 2016). Ali (2008) describe turnover intention as the determination of employees to leave their job from the organisation. Turnover intention is the strongest indicator of actual quitting behaviour of employees. An organisation can measure their turnover rate by analysing the intention of turnover from their employees.

Westerman and Yamamura (2007) observed that the employees' turnover rate has been increasing way higher than before in the recent workforce. According to study by Baba & Sliang (2012), 61% of the managers have difficulty in retaining

Generation Y employees. In Malaysia, many of the educated employees leave the organisation and migrated to other countries, such as Singapore due to better offer and package (Chong et al, 2013). This phenomenon lead to shortage of talents in Malaysia, subsequently causing overdemand from all the industries in Malaysia.

Direct and indirect cost often accompany by the turnover of the employees. It occurs for the organisation if the turnover is beyond average. Direct cost is the cost of selection, recruitment, induction and training for new employees incurred for the organisation, whereas indirect cost is the learning cost of the new employees, morale reduced as well as high pressure of the existing employees and social capital loss of the organisation. Whenever an employee left the organisation, it cost the organisation additional financial cost to retrain new employees Sullivan (2009). Furthermore, it will burden other existing employees and losing of knowledge as well as experience, eventually slow down the productivity of the organisation. There is even other unseen cost that are unable to quantify to the organisation but may cause huge impact to their bottom line (Teh, 2008). In contrast, retaining good employees can strengthen company's productivity. However, the good Generation Y employees are less likely to show loyalty due to high demand of in other workplaces (Kumar & Santhose, 2014). Thus, most of the organisation see reducing employees' turnover and retaining key employees as the core strategies (Rethinking Construction, 2000).

2.1.3 Personal Dimensions

Queiri and Dwaikat (2016) suggested that one of the factors that affecting the turnover intention is personal dimensions. Personnel dimensions are the consequence of the employees' feelings resulted from the work place. There are different aspects of personnel dimensions can occur in an organisation, such as role ambiguity, job stress, work overload, resource inadequacy and emotional exhaustion. Review from Deery (2015) also stated that factors of personal employee dimensions includes stress, role clarity, resource inadequacy, job burnout, emotional exhaustion.

Study from Yavas et al. (2013) focus on relationship between personal dimensions and turnover intention of the employees where buffering stress and exhaustion result in employees' turnover. Jung et al. (2012) also found that job stress and burnout at workplace can affect the employees' turnover intention. In fact, it is common that most employees possessed turnover intention when they feel fatigue and stress (Lewis, 2010). The stress and overload will exhaust the spirit of the employees and caused emotional exhaustion at work. Subsequently, employees who are emotionally exhausted will feel less motivated and eventually left the organisation (Karatepe & Olugbade, 2009)

Role ambiguity is the sense of uncertainty of the role where employee not sure what to expect, how to achieve or what is the result of the job performance (Rutner et al., 2008). Research from Jaramillo et al (2013) stated that role ambiguity is one of the factors that caused employees' turnover. Without understanding the role and responsibility in the organisation, the employees might lose direction and motivation which will result in leaving the organisation. Therefore, this study contains role ambiguity as a factor that generated employees' turnover intention.

2.1.4 Job Attitudes

Job attitudes is assessment of the employees towards the jobs which comprise of his/her own feelings, beliefs and attachment to it. In short, employees' job attitudes are formed by what they value at the workplace (Queiri et al., 2015). Their value is based on what they experienced in their life event. Each generation experienced different life event which form their opinions of certain work value. For example, Generation Y prefer extrinsic rewards over intrinsic rewards as they are more materialistic compare to other generations. Nonetheless, the job attitudes of Generation Y can be seen in their level of job satisfaction, motivation and organisational commitment (Solnet et al., 2012). Their working attitudes are generated by their own generation work-related values and the human resources management strategies implemented in the organisation. Past study from Lachman and Aranya (1986) also explained that job attitudes such as satisfaction of job,

organizational commitment, realization of expectations and professional commitment are the factors that influence the turnover intention of the employees.

The job attitudes of the employees are closely related to job satisfaction (Ali, 2008). It is important to find out if the employees are satisfied with pay and other benefits or rewards that given by the organisation. Job satisfaction reflect the attitude of an employee towards their work or task, according to Pool and Pool (2007). Employee may present its emotion on work based on the satisfaction at the workplace. It is an outcome from the employee if he/she think the work is suitable for the company. According to research from Maynard et al. (2006), employees may feel less emotionally to stay within an organisation when they feel that they are underpaid or overqualified. A dissatisfied employee may even have counter-productive activities in the organisation, like sabotaging, poor service, rumours and theft (Ali, 2008).

Organisation commitment is defined as “the feelings of employees about shared norms and employees’ willingness to exert effort on behalf of the orgnaisation” (Calisir et al., 2011). Study from Jarmillo et al. (2013) suggested that job satisfaction influence the organisational commitment of an employee and eventually influence the turnover intention of an employee. Organisational commitment can be further segregated into affective commitment, continuance commitment and normative commitment Yücel (2012). As there are so many layers of commitment that can influence the turnover intention of the employees, it is important for the researcher to examine its relationship.

The job attitude of employees towards pay satisfaction, company benefits, gender and age may predict the turnover intention of the employees. Result from Carraher et al. (2010) showed that benefits are the most significant predictors of employees’ turnover intention. Nevertheless, gender and age bias should be taken into account when study turnover intention as these attitudes may heavily influence the Generation Y employees as generation gap tend to exist in every kind of organisation.

2.1.5 Work-Life Balance

Many employees believe that quality of working life and quality of personal life must be balanced in order to achieve successful career (Khairunneezam, 2011). Greechouse et al. (2003) define work-life balance as the satisfaction of an employee towards the work role and family role. Nevertheless, achieving work-life balance is very challenging. It may eventually affect a person job satisfaction on both the working life and personal life. Afterall, work-life balance is related to how effectively an employee manage between work and other personal activities, such as family, community activities, voluntary works, personal developments, leisure time, etc.

Research from Idris (2014) also proposed five flexing working practices to be adopt in the organisation, such as flexible time, jobs sharing, flexible leave, flexible career and flexible place. Similarly, research from Deery (2015) and Blomme et al. (2010) related work-life balance to factors such as flexibility, having enough time-off, allegiance to work and work support provided by the organisation. If an employee unable to manage and balance the working life and personal life, it may consequently change the attitudes towards their company and their personal life.

Looking at the Generation Y, they value flexible working arrangement and expect the organisation practice work-life balance policy (Shaw & Fairhurst, 2008). They possessed the characteristic of demanding freedom and flexibility in order to finish up the job at their own pace without going through multiple layers of bureaucracy (Martin, 2005). Non-monetary benefits such as flexible working has become an important tool to manage employee's turnover. It has become more effective than monetary factors like salary, bonus and allowance (Smith et al., 2011). It was observed that the younger generation is more concerned on work-life balance rather than monetary benefits (Gholipour et al., 2010). Furthermore, Generation Y prefer spending time with family and friends instead of sacrifice their time for work. This phenomenon has become greater when high speed internet is available at home, where the employees feel they should stay more at home and not necessary to be physically present at the workplace as they can communicate through internet. Hence, they are becoming more and more reluctant to work for long-hours (Lewis,

2010). Therefore, it is important for an organisation to consider giving flexibility of working place and hours or tele-communicate their work from home in order for the Generation Y to achieve work-life balance and reduce the turnover intention.

2.1.6 Organizational Strategies

Study from Myloni et al. (2004) found that human resources management is significant in formulating and implementing organisational strategies. Human resource managers play an important role in decision making while formulating and implementing strategy in order to sustain competitive advantage of an organisation. Research from Kuo (2004) has proven that effective human resource management can positively impact a business performance, such as training and development, human resource planning, performance appraisal, etc. Moreover, survey from Hausknecht et al. (2009) found that job satisfaction, extrinsic rewards, organizational commitment, constituent attachments and organisational prestige were the major cause that employees choose to remain in the organization. Whereas, study from Appiah and Asamoah (2013) recommended that training and development, selection and recruitment practices, communication and information sharing practices, health, safety and welfare practices as well as job security practices are important factors that should be taken into account when strategizing better policy to retain employees.

Many organisations provide reward system to attract, motivate and retain those highly performing employees, according to (Armstrong, 2010). He commented that either pay or remuneration is the most effective extrinsic rewards that could easily motivated the employees. In addition, research from Hewlett, Sherbin and Sumberg (2009) shows that Generation Y desire quick career advancement and expect greater achievement which earn higher salary or better compensation in a short amount of time. They are impatient to wait for organisation to feedback or compensate them.

Research from Robyn and Du Preez (2013) emphasized that Generation Y employees are be motivated by providing opportunity training, learning and development activities. They assume that these growing opportunities can assist

their career development achieve as quickly as possible, where they find it enjoyable (Armstrong, 2010). However, their expectation often ties with high compensation from the organisation. In contrast, Generation Y employees may feel disillusioned with the job, frustration with lack of career opportunities and unfulfilling because of underutilization of their skills when the organisation has unsuitable organisational strategies. They are more inclined to leave the organisation if they find themselves have no opportunities to learn new things (Reisenwitz & Iyer, 2009). Therefore, organisational strategies such as giving personal acknowledgement, continuous training, regular feedback and recognition on achievement are the important factors that improve employee's engagement and reduce the turnover intention (Shaw & Fairhurst, 2008).

2.1.7 Working Environment

Folger and Cropanzano (1998) defines working environment as various aspects surrounding the employees such as physical factors, culture factors, social factors, biological factors and chemical factors. Study from Wells and Thelen (2002) found that employees prefer to work in an organisation that is comfortable, have workplace privacy and spaces, provide suitable job designation and harmonised working environment. The atmosphere of cozy working environment will improve and retain the employees for a longer term. A good working environment not only possess friendly working atmosphere but also safe and hygiene for the employees.

Local young workers are having negative perception about the agriculture sector, thus they define the working environment here as unattractive (Roslina et al., 2018). The usual perception towards the bad working environment usually refers to dark, dirty and dangerous. Research from Brenda et al. (2012) found that the Chinese urban children dislike undesirable or socially stigmatized dirty work, such as dirty, dangerous, and demeaning. Meanwhile, Basok, Bélanger and Rivas (2014) suggested that undesirable working environment are dangerous, dirty, demeaning and difficult. Despite from undesirable physical working environment that caused employees to left the organisation, low level of occupational prestige is also a reason for it (Berkelaar et al., 2012). Other working environment factors that affect

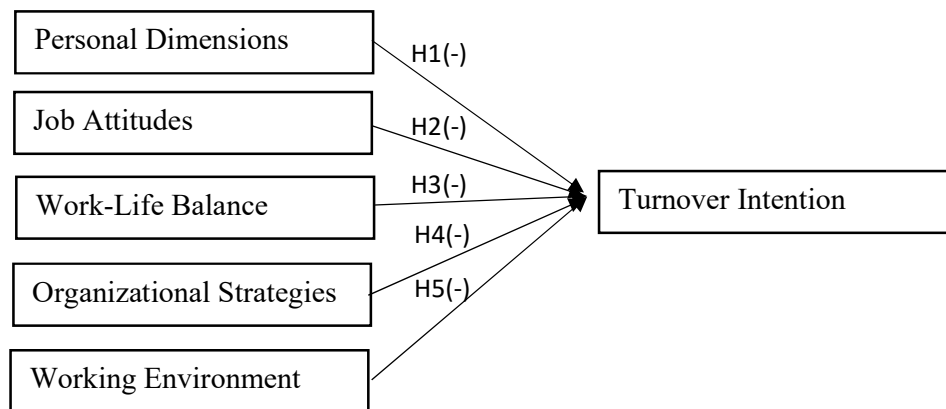
turnover intention are dull job where the employees find the job is boring and decided to left the organisation to learn and experience new things (Takayama & Nass, 2008).

In order to overcome the bad working environment's reputation and attract more workers, the organisation usually provide more welfare and compensation to the employees to achieve higher level of job satisfaction and lower level of leaving intention. Research from Rahim et al. (2014) emphasized that providing safe and healthy working environment is essential in the work place. Without proper health and safety control in the organisation, there are more chances that workplace incidents, injuries and complaint might occurred which create additional cost spent on medical compensation, time loss and recruitment to replace turnover employees.

2.2 Proposed Research Framework

Below is the proposed research framework suggested by the researcher, where the five factors namely personal dimensions, job attitudes, work-life balance, organisational strategies and working environment are the independent variables that have negative relationship towards turnover intention, the dependent variable.

Figure 1: Proposed Research Framework



Note: Research developed.

2.3 Hypotheses Development

2.3.1 The Relationship between Personal Dimensions and Employee's Turnover Intention

Aspects from personal dimensions of the employees consist of role ambiguity, job stress, attitudes, fatigue and emotional exhaustion. Jaramillo et al. (2013) explained that lower role conflict and role ambiguity will lead to lower turnover intention. Moreover, study from Queiri and Dwaikat (2016) mentioned that job stress is positively related to the turnover intention of the Generation Y in business process outsourcing sector. Jung et al. (2012) proved that the employees are more likely to leave the organisation if they perceived they are experiencing high level or role stress and job burnout. The factors reviewed by different researchers show positive relationship between personal dimensions and employees' turnover intention. However, the researcher re-designed the questions where the factors are asked in a reverse way and have opposite meaning. Therefore, factors from personal dimensions is suggested to have negative relationship towards employees' turnover intention.

After reviewing the previous studies in regards to the relationship between personal dimensions and employee's turnover intention, the proposed hypothesis is developed as below:

H₁: Personal dimensions has a negative direct effect on employee turnover intention.

2.3.2 The Relationship between Job Attitudes and Employee's Turnover Intention

Lachman & Aranya (1986) proved that job attitudes have different effects on leaving intention in different organisations' settings. The job attitudes refer to the value of the employees toward job satisfaction, pay satisfaction, gender bias, age bias and organizational commitment. Nadeem (2010) suggested that the

measurement of job satisfaction is the turnover of the good employees faced by the company. For example, the good employees will leave the organisation if the job satisfaction level is low. Many studies also indicated that job satisfaction is highly related to employee's turnover intention (Robyn and Preez, 2013). Higher satisfaction in the organisation will result in lower turnover intention, according to analysis from Jaramillo et al. (2013). Study from Ali (2008) found that overall job satisfaction has a significant negative relationship with the employees' turnover intention. Similar outcome was found in other study where job satisfaction has negative impact on turnover intention (Yücel, 2012). Queiri & Dwaikat (2016) mentioned that pay satisfaction has negative relationship with the turnover intention for Generation Y in the business processing sector. Similar research was found where pay has direct negative relationship with the turnover intention for young employees in various sectors of Singapore (Khatri, 2001). Carraher et al. (2010) also suggested that age and gender bias might have influence over turnover intention in an organisation. Lastly, research from Deery (2008) also found that organization commitment has a negative relationship with the turnover intention.

After reviewing the previous studies in regards to the relationship between job attitudes and employee's turnover intention, the proposed hypothesis is developed as below:

H₂: Job attitudes has a negative direct effect on employee turnover intention.

2.3.3 The Relationship between Work-Life Balance and Employee's Turnover Intention

Study from Blomme et al. (2010) showed that work-family conflict and organisational support for the employees' family is related to the leaving intention of highly educated employees. The study also differentiated the difference of work-family conflict and leaving intention between men and women. Work-family conflict for men are highly due to lack or organisational support, whereas for women are highly due to dissatisfaction with workplace flexibility and lack of organizational support. The study concluded that maintaining a good organisational

environment and possibility of flexible working hours can enhance the balance between work and family which enable the organisation to reduce the turnover of highly educated employees. Result of study from Khairunneezam (2011) also indicates that perceived work-life balance satisfaction was negatively correlated with the leaving intention of academic in Malaysian public higher education institutions. Furthermore, research from Moore (2007) also shows that improving work-life balance in an organisation can result in greater productivity and greater organisation loyalty as well as lower level of leaving intention. A study on marketing executive also discovered that work-life conflict has significant positive relationship towards turnover intentions, meaning that working life balance has negative relationship towards turnover intentions (Noor & Maad, 2008).

After reviewing the previous studies in regards to the relationship between work-life conflict and employee's turnover intention, the proposed hypothesis is developed as below:

H₃: Work-life balance has a negative direct effect on employee turnover intention.

2.3.4 The Relationship between Organizational Strategies and Employee's Turnover Intention

Study from Robyn and Preez (2013) explained that organisation strategies such as employee engagement, remuneration and reward are significantly related to the leaving intention of employees. It was also found that there is relationship between training and development, selection and recruitment practices, communication and information sharing practices towards employees' turnover intention. Research from Kuo (2004) also suggested that human resource planning and benefits have negative impact on employee's turnover intention. Study from Queiri & Dwaikat (2016) showed that lack of training, career planning and lack of empowerment have positive relationship with the turnover intention for Generation Y in the business processing sector. Having said that, proper and well-designed training, development, career planning and empowerment shall have negative relationship with turnover intention.

After reviewing the previous studies in regards to the relationship between organisational strategies and employee's turnover intention, the proposed hypothesis is developed as below:

H₄: Organizational strategies has a negative direct effect on employee turnover intention.

2.3.5 The Relationship between Working Environment and Employee's Turnover Intention

Study from Ozcelik (2015) shows that health, safety, welfare factors and job security factors can significantly impact the employees' turnover intention in mining industry. Based on the literature reviewed, bad working environment such as dark, dirty, dull, difficult, dangerous and demeaning have negative effects on employees' turnover intention (Berkelaar et al., 2012). Research from Smola and Sutton (2002) also found that the retention level of Generation Y is positively related to the good working environment; in other words, good working environment shall have negative relationship with the turnover intention of employees.

After reviewing the previous studies in regards to the relationship between working environment and employee's turnover intention, the proposed hypothesis is developed as below:

H₄: Organizational strategies has a negative direct effect on employee turnover intention.

2.4 Conclusion

This chapter reviewed the literature in regards to the Generation Y, turnover intention and the four factors namely personal dimensions, job attitudes, work-life

balance, organizational strategies and working environment. The proposed research framework was presented in this chapter which the result is analysed in chapter four. Additionally, hypothesis of the study is elaborated in this chapter and is evaluated in the research result analysis. The next chapter presented the research design and methodology adopted by the researcher according to the framework as above-mentioned.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

Research methodology explains the specific technique and procedures that the researcher used to identify, select, process and analyse the data acquired from the findings. This chapter will elaborate the methods that how the researcher conduct his study based on the conceptual framework developed from the literate review which draws the relationship between the factors (personal dimensions, job attitudes, work-life balance, organisational strategies and working environment) and turnover intention of Generation Y workers in the wood working industry of Malaysia. It includes the research design, data collection methods, sampling design, research instrument, construct measurement, data processing and data analysis.

3.1 Research Design

This purpose of this study is to explore the factors that determine the turnover intention of Generation Y employees in the wood working industry. According to Saunders et al. (2012), research design explains the method where the researcher executes their proposal practically and acts as a framework to guide him/her to collect and analyse data. In this study, survey research design was selected as it is able to collect the information on independent and dependent variables by using interview and questionnaires (Orodho, 2003). The survey method collect data from the members of a large population to analyse the current status of that population

for one or more variables. It is suitable for this study which the targeted population is large and geographically scattered around Malaysia.

There are two types of research design, which are qualitative method and quantitative method (Zikmund et al., 2010). Qualitative method provides verbal descriptions rather than numerical data, thus the collected is in the form of words (Kothari, 2009). It is an approach that use semi-structure or unstructured form, participation observation and analysis of the content well as the narrative analysis to interpret the person and to collect the data. The advantage of using qualitative method is that it provides more in dept information for analysis but it can be difficult to convert quantitatively (Mugenda & Mugenda, 2003). Quantitative method focuses on items that can be counted into predetermined categories and can be analysis into statistic (Simiyu, 2012). The quantitative method consists of rating scales and questionnaires in structured form which can be compute, analyse and evaluate the data and information collected. This study adopted quantitative method to study the relationship of the factors and effect, where it explains how the impact of independent variables influences the dependent variable. Moreover, similar study such as “Factors Affecting Y Employees’ Intention to Quit in Malaysian’s Business Process Outsourcing Sector” (Queiri & Dwaikat, 2016) also adopted this method in the research findings. Thus, it is believed that quantitative method through survey form can best examine the factors that affect the turnover intention of Generation Y employees in woodworking industry.

3.2 Data Collection Method

Data collection method is the most important part in the research methodology as the data collected have direct impact on the outcome of the analysis. An accurate data collection can provide the researcher good interpretation of the raw data collected from the respondents and translate it into significant result. Zikmund et al. (2010) explained that primary data and secondary data are the two types of data that used in a study. Primary data is the data and information that collected first hand using questionnaire and interview technique (Saunders et al., 2012). Whereas,

secondary data is data gathered by other people for other purposes or obtained from published literature review, for example like journals, articles, text book, universities records and etc. Secondary data were reviewed to provide insight in the search for the primary data. Nevertheless, the researcher selected primary data for the questionnaire in this study. Primary data provide more credible and reliable data compare to the secondary data where the data is new and not published yet (Sekaran & Bougie, 2003).

The researcher also uses self-administered questionnaire in this study where there is no assistance required for the respondents to complete the questionnaire. Questions from the questionnaire are adopted from relevant research journal so the questions express the all the factors accurately. In order to attract more respondent to fill up the survey, the questionnaire will be simple, clear and short yet able to obtain precise feedbacks from the respondents. To further reach out to the potential Generation Y employees in the wood working industry in Malaysia and ease the compilation of the questionnaire, the researcher used Google Form by email the link to all the respondent. In case the respondent request for a hardcopy of the questionnaire, the softcopy of it shall be email to them upon request.

3.3 Sampling Design

It is important to ensure the sample data collected represent the whole population and is valid for the study. Sampling design give better understanding on the characteristic of the target population. The elements of the population are standardized in sampling design, thus ease the researcher to define the number of respondent that required to conduct the study that represent the entire population (Zikmund, 2003).

3.3.1 Target Population

Target population is the group of individuals from the entire group that the researcher interested and want to study on (Sekaran & Bougie, 2003). The target group of respondents are the Generation Y whom born from 1980 to 2000 as defined in the previous chapter (Eisner, 2005). Statistic from Ministry of Human Resources Malaysia and Department of Statistic Malaysia (DOSM) shows that the Generation Y workers born between 1980 to 2000 or aged between 20 to 40 years old are 8.95 million people, which accounted for 40.1% of the population of the local workers. To examine the relationship of the five factors and employees' turnover intention in the wood working industry, only Generation Y workers in this industry were surveyed. The target individual workers are local employees, such as skilled workers, leader, supervisor, manager, other professional and management level employees. These population are the largest groups that continue to grow and will replace Baby Boomers in the workplace in the next few years, thus it is significant to study Generation Y in order for the industry to remain sustainable and attractive.

3.3.2 Sampling Frame

There are six national wood associations in Malaysia, which are Malaysia Wood Industry Association (MWIA), Timber Exporter Association Malaysia (TEAM), Malaysian Plywood Manufacturers' Association (MPMA), Malaysian Wood Moulding and Joinery Council (MWMJC), Malaysian Furniture Council (MFC) and Persatuan Pengusaha Kayu-kayan dan Perabot Bumiputra Malaysia (PEKA) and other states wood association. The respondents selected in this study are employed by the wood working industry who registered with any of the six associations as above-mentioned. According to statistic from Malaysian Timber Industry Board (MTIB), the number of wood-based mills in Malaysia are 3,540 mills, where 2,409 mills are located in Peninsula Malaysia and 1,131 mills are located in West Malaysia. The demographic survey is included in the survey to further understand the background and status of the respondent, such as gender, year of born, marital status, educational level, job position and working experience.

3.3.3 Sampling Strategy

There are two kinds of sampling technique available for the researcher, which are probability sampling technique and nonprobability sampling technique (Zikmund et al. 2012). Probability sampling technique is a sampling technique where every individual of the population has a known, nonzero probability of selection. Probability sampling technique requires the respondent to answer research questions that constructed with statistical estimation that describe the characteristic of the population from the sample. This technique often associated with quantitative studies where questionnaire data-collection method is used and the sampling frame is available. On the other hand, nonprobability sampling technique allow the researcher to select the units of the sample based on his/her own personal subjective judgment or convenience. Nonprobability sampling technique often associated with qualitative studies where in-depth-interview data collection method is used in the study, despite the result might not generalisable to the population. In this study, the researcher selected probability sampling technique as the study is quantitative with sample frame provided.

The probability sampling technique include four different sample techniques, namely simple random sampling, systematic sampling, stratified sampling, cluster sampling. In this study, the researcher had chosen simple random sampling to conduct the survey, which each individual respondent is randomly selected. For this study, the questionnaire was equally distributed to the members of six associations. The associations forwarded the questionnaire to their members who are the wood product manufacturers randomly. Then, each manufacturer shall forward the questionnaire to their Generation Y employees in the wood working industry. With this technique, each individual has an equal chance of being selected.

3.3.4 Sampling size

Saunders et al. (2012) suggested that the sample size of 300 can represent a large population. However, the number of Generation Y workers in the wood working industry are not recorded despite the statistic for the number of Generation Y and

wood working organisations can be found. This is highly due to the characteristic of Generation Y who like to experience different works as mentioned in the previous chapter. Manning and Munro (2007) used the rule of thumb to explain that 300 sample size is considered as good sample size, 200 as fair sample size and 100 as poor sample size. Hence, the researcher proposed with 200 sample size for a fair study where the actual number of respondents are unknown. For his study, the researcher plan to distribute the questionnaire to approximately 220 respondents and expect more than 90% of the respondents to feedback.

3.4 Research Instrument

The research instrument shows the origin of the questions which were used to form the questionnaire. The questions are segmented based on the demographic profile, the five independent variables (Personal Dimensions, Job Attitudes, Work-Life Balance, Organizational Strategies, and Working Environment) and the dependent variable (Turnover Intention).

3.4.1 Questionnaire Design

According to Mugenda and Mugenda (2003), a questionnaire is designed to address specific objective, test hypotheses or research question. A well design questionnaire enables the researcher to collect relevant and accurate data as well as provide exact reflection and feedbacks from the respondents. There are two kinds of questions that normally used in questionnaire, which are open-ended questions and close-ended questions. Open-ended questions allow the respondents the freedom to express their views and opinions, while close-ended questions provide more specific and limited alternative choice for the respondent to select the option that best describe their point of views (Zikmund et al., 2010). Researchers can choose either one or both to construct the questionnaire. In this study, the researcher selected close-ended questions as this kind of question is more suitable to extract numerical data for analysis from the respondents.

The questionnaire is separated into three sections, which are Section A, Section B and Section C. Section A is meant to collect demographic profile data of the respondents, such as gender, year of born, marital status, education level, job position and working experience. The respondents would pick only one answer for each question that reflect their current status. The information and data gathered provide better understanding on the demographic information of the respondents.

Section B focus on questions for independent variables for this study, namely personal dimensions, job attitudes, work-life balance, organisation strategies and working environment. In order to extract relevant and accurate from the respondents, the Five-Likert scales is used to construct the questionnaire. The Five-Likert scale helps the researcher to attain an overall estimation of the outcome for a particular topic, experience or feeling that is required for the study (Losby & Wetmore, 2012). It is commonly and widely used as a method to gather data from the respondents for survey study. Generally, the Liker scale provide a range from “Strongly Disagree” to “Strongly Agree” for the respondent to select the answer which best describe his opinion on the questions in the questionnaire. The range is numbered from 1 to 5 (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree) which give the respondent five alternative options for picking the most suitable answer.

Section C is solely collecting the dependent variable which is the employee’s turnover intention. Similarly, The Five-Likert scale is applied in the questions of the turnover intention.

In order to attract more respondents and to collect more accurate data, the researcher has prepared a Mandarin-translated questionnaire based on his own knowledge that best describe each question. The reason being for the Mandarin translation is due to the recorded data from the associations where more than 70% of the wood working organisations are operated by the Malaysian Chinese.

3.4.2 Origin of Constructs

The questions in the questionnaire in this study were adopted from multiple researchers, including Takayama, Ju & Nass (2008), Hausknecht, Rodda & Howard (2009), Karatepe & Olugbade (2009), Carraher, Blomme, Rheede & Tromp (2010), Buchanan & Puia (2010), Lewis (2010), Berkelaar, Buzzanell, Kisselburgh, Tan & Shen (2012), Yücel (2012), Appiah, Kontar & Asamoah (2013), Jaramillo, Mulki, & Paul Solomon (2013), Robyn & Du Preez (2013), Basok, Bélanger & Rivas (2014), Deery (2015), Queiri & Dwaikat (2016), Roslina, Norehan & Mohammad (2018). Table 3.1 below shows the contributors of the questions for each factor where it is adopted from.

Table 3.1: Origin of Constructs for the Questionnaires

Description	Item	Adopted from
Section A: Information		
Demographic Profile	6	Self-developed
Section B: Independent Variables		
Personal Dimensions	5	<ul style="list-style-type: none"> i. Karatepe & Olugbade (2009) ii. Lewis (2010) iii. Jaramillo, Mulki, & Paul Solomon (2013) iv. Deery (2015) v. Queiri & Dwaikat (2016)
Job Attitudes	5	<ul style="list-style-type: none"> i. Carraher, Buchanan & Puia (2010) ii. Jaramillo, Mulki & Paul Solomon (2013) iii. Deery (2015) iv. Queiri & Dwaikat (2016)
Work-Life Balance	5	<ul style="list-style-type: none"> i. Karatepe & Olugbade (2009) ii. Blomme, Rheede & Tromp (2010) iii. Lewis (2010) iv. Deery (2015)
Organizational Strategies	5	<ul style="list-style-type: none"> i. Hausknecht, Rodda & Howard (2009) ii. Appiah, Kontar & Asamoah (2013) iii. Robyn & Du Preez (2013) iv. Deery (2015) v. Queiri & Dwaikat (2016)
Working Environment	5	<ul style="list-style-type: none"> i. Takayama, Ju & Nass (2008) ii. Berkelaar, Buzzanell, Kisselburgh, Tan & Shen (2012) iii. Basok, Bélanger & Rivas (2014) iv. Roslina, Norehan & Mohammad (2018)
Section C: Dependent Variables		
Turnover Intention	5	<ul style="list-style-type: none"> i. Blomme, Rheede & Tromp (2010) ii. Yücel (2012) iii. Queiri & Dwaikat (2016)
Total	36	

Note: Research developed.

The questionnaire as shown in Table 3.1 is developed from the questions used by the other researchers in their past studies. Section A is demographic information which developed by the researcher of this study based on the target population of the study, i.e. the Generation Y employees. The information required are the Generation Y's gender, year of born, marital status, educational level, job position and working experience.

Section B are questions related to the independent variables for this study. The independent variables are segmented into personal dimensions, job attitudes, work-life balance and organisational strategies, which are based on the past study from Queiri and Dwaikat (2016) and Deery (2015). Thus, several questions in these four variables are adopted from these two studies. To further explore the four independent variables, the researcher further explores additional questions from other related past studies that fit into these four dimensions. Thus, for additional questions in personal dimensions, the questions are adopted from Karatepe and Olugbade (2009), Lewis (2010), and Jaramillo, Mulki and Paul Solomon (2013). Questions from job attitudes are adopted from Carraher, Buchanan and Puia (2010) and Jaramillo, Mulki and Paul Solomon (2013). Questions from work-life balance is adopted from Karatepe and Olugbade (2009) and Blomme, Rheede and Tromp (2010). Questions from organisational strategies are adopted from Hausknecht, Rodda and Howard (2009), Appiah, Kontar and Asamoah (2013), and Robyn and Du Preez (2013). The fifth independent variable, working environment is suggested by the researcher as this factor can be explained as one of the factors that influence the dependent variable, employees' turnover intention. The questions adopted from working environment are Takayama, Ju and Nass (2008), Berkelaar, Buzzanell, Kisselburgh, Tan and Shen (2012), Basok, Bélanger and Rivas (2014), and Roslina, Norehan and Mohammad (2018).

For dependent variable, the questions pertaining the employees' turnover intention are adopted and modified from Blomme, Rheede and Tromp (2010), Yücel (2012), and Queiri & Dwaikat (2016). The modified and completed questionnaire is attached in Appendix A and the Mandarin version is in Appendix B.

3.4.3 Pilot Study

A pre-test instrument is important and necessary before the research is conducted. Baker (1994) said that pilot test allows the researcher to examine and identify the error in the survey instruments as well as validate the research instrument and recommend method validation. A pilot study required 10% to 20% of the sample size that proposed in the study. Therefore, the researcher randomly selected 20 respondents to conduct the pilot test. If the result shows more than 0.70 for the value of the reliability test, it indicates that the variables are good for the actual study. The results of the pilot test analysed by SPSS software as follow:

Table 3.2: Reliability for Pilot Test

Variables	Construct	Number of Items	Cronbach's Alpha (α)
Independent Variables	Personal Dimensions	5	0.935
	Job Attitudes	5	0.889
	Work-Life Balance	5	0.768
	Organizational Strategies	5	0.841
	Working Environment	5	0.842
Dependent Variables	Turnover Intention	5	0.843

Note: Research developed.

3.5 Data Analysis Method

The collected data will be analyse using Statistical Package for the Social Science (SPSS) software. SPSS is a software for management and statistical analysis of social science data which is used by many kinds of researchers for complex statistical data analysis. In this study, the researcher processed the data and information gathered from the questionnaire then inserted into SPSS to perform

Descriptive Analysis, Reliability Analysis, Correlation Analysis and Multiple Regression Analysis.

3.5.1 Data Processing

Before the data is analysed, data processing is performed by checking the raw data collected in order to ensure the respondents complete the questionnaire correctly (Zikmund et al., 2012). Data checking is an important step in data processing as it prevent the incomplete data from the respondent being included in the system as well as enhance the reliability of the test. Having missing data in the system will produce imprecise result for the study. Therefore, the researcher checked the data before processing and remove those incomplete and unacceptable data.

3.5.2 Descriptive Analysis

Descriptive analysis organises, summarise and present the data and information collected. It gives an idea on the basic element and distribution of the data which include mean, median, standard deviation, coefficient of variation (Mugenda and Mugenda, 2003). The descriptive analysis analyses on the demographic profile of the respondents and provides an overview of their current status, which is used by the researcher in this study. In addition, descriptive analysis on each independent variables and dependent variable are analysed as well. The results showcase the skewness and kurtosis of the variables. Skewness is used to measure the symmetry in a distribution. A normal distribution has skewness of 0. The data is fairly symmetrical if the skewness is between -0.5 to 0.5. The data is moderately skewed if the skewness is between 0.5 to 1 or between -1 to -0.5. The data is highly skewed if the skewness is more than 1 or lesser than -1. Kurtosis is used to measure the combined weight of the tails relative to the rest of the distribution. The kurtosis value more than 3 means that the dataset has heavier tails than a normal distribution, vice versa.

3.5.3 Reliability Analysis

Reliability Analysis measures the level of scale which produces the consistency of the results as the test were being repeated numerously (Zikmund et al., 2010). It is determined by the relationship from the scores of the questionnaire which collected from different samples of the scale. If the test is reliable, the scale will show predictable and constant result, meaning that the results of the study are reliable. The Cronbach's alpha is the most frequent measurement to show the reliability of the test for Five-Likert scale questionnaire, which ranged between 0 and 1 (Zikmund et al., 2010). As shown in the Table 3.3 below, the higher the Coefficient Alpha is, the more reliability the test is.

Table 3.3: Cronbach's alpha Measurement

Coefficient Alpha (α) Range	Strength of Association
< 0.6	Poor Reliability
0.6 to < 0.7	Moderate Reliability
0.7 to < 0.8	Good Reliability
0.8 to < 0.9	Very Good Reliability
0.9 or Above	Excellent Reliability

Note: From Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business Research Methods* (8th ed). New York: South-Western/Cengage Learning.

3.5.4 Pearson Correlation Analysis

Pearson Correlation Analysis is used to explore the relationship between various variables. The indication ranges from -1 to 1 where value less than 0 indicates the variables are negatively associated and more than 0 indicates the variables are positively associated. If the value is 0, it indicates that there is no relationship between the variables (Hinkle, Wiersma & Jurs, 2003).

Table 3.4: Pearson Correlation Measurement

Size of Correlation	Interpretation
0.9 to 1.0 (-1.0 to -0.9)	Very high positive (negative) correlation
0.7 to 0.9 (-0.9 to -0.7)	High positive (negative) correlation
0.5 to 0.7 (-0.7 to -0.5)	Moderate positive (negative) correlation
0.3 to 0.5 (-0.5 to -0.3)	Low positive (negative) correlation
0.0 to 0.3 (-0.3 to 0.0)	Little if any correlation

Note: From Hinkle, D. E., Wiersma, W., & Jurs, S. G. (2003). *Applied Statistics for the Behavioural Sciences*. Boston: Houghton Mifflin.

3.5.5 Multiple Regression

Multiple regression determines the relationship between the independent variables (X) and dependent variable (Y). Personal dimensions, job attitudes, work-life balance, organisational strategies and working environment are the independent variables and employee's turnover intention is the dependent variables that researcher used to test if the factors affect the turnover intention. The analysis allows the researcher to find out if the relationship between the variables are significant. Both independent variables and dependent variable must be in metric and interval scales to perform multiple regression analysis. The relationship between the independent variables and dependent variable is defined into equation as below:

$$TI = a + b_1PD + b_2JA + b_3WLC + b_4OS + b_5WE$$

where:

TI = Turnover Intention

a = Constant Value (value of Y when X equal to 0)

PD = Personal Dimensions

JA = Job Attitudes

WLB = Work-Life Balance

OS = Organisational Strategies

WE = working environment

b1...b5 are the regression coefficient

3.6 Conclusion

The research method including the data collection, sampling technique and data processing which explain in this chapter is conducted and the result from the SPSS is shown in the next chapter.

CHAPTER 4

RESEARCH RESULTS

4.0 Introduction

This chapter presents an overview of the results and findings from the data collected by the researcher. The data was extracted and imported to Statistical Package for the Social Science (SPSS) software for analysing. The results will be analysed according to the hypotheses developed from the previous chapter, i.e. the five factors that affect the Generation Y employees' turnover intention in the wood working industry. The tests conducted in this chapter include Descriptive Analysis, Reliability Analysis, Pearson's Correlation Coefficient Analysis and Multiple Regression Analysis.

4.1 Response Rate

The questionnaire was distributed to 220 qualified respondents who work in the wood working industry in Malaysia. The researcher received a total of 200 respondents or 90.1% response rate. As mentioned in the previous chapter, this study requires 200 samples which fairly represent the whole population (Manning & Munro, 2007).

4.2 Descriptive Analysis

The data pertaining the demographic information, factors that affecting turnover intention and turnover intention were analysed with descriptive analysis. The demographic information included gender, born year, marital status, education level, job position and work experience. Whereas the factors that affecting the turnover intention are personal dimensions, job attitudes, work-life balance, organisation strategies and working environment were explained in the descriptive analysis as well.

4.2.1 Gender

The researcher distributed the questionnaire to strive for equivalent gender for the data collected. However, the result in Table 4.1 shows that female respondent is the majority respondent which accounted for approximately 60% of the respondent's gender, while male accounted for approximately 40% only.

Table 4.1: Frequency Table of Respondents' Gender

		Frequency	Percentages (%)
Valid	Male	81	40.5
	Female	119	59.5
	Total	200	100.0

Note: Research developed.

4.2.2 Born Year

Table 4.2 shows the born year of the respondent of the Generation Y, which range between 1980 – 2000 as define in the previous chapter. It was found that majority of the age round ranged between 1980 – 1985 (34%), follow by 1991 – 1995 (30%). Meanwhile, both 1986 – 1990 and 1996 – 2000 accounted for 18%.

Table 4.2: Frequency Table of Respondents' Born Year

		Frequency	Percentages (%)
Valid	1980 - 1985	68	34.0
	1986 - 1990	36	18.0
	1991 - 1995	60	30.0
	1996 - 2000	36	18.0
	Total	200	100.0

Note: Research developed.

4.2.3 Marital Status

The data collected from the respondents found that 117 respondents (58.5%) is still single and 83 respondents (41.5%) is married. The result shows that more than 50% of the Generation Y respondents still remain single in the wood working industry.

Table 4.3: Frequency Table of Respondents' Marital Status

		Frequency	Percentages (%)
Valid	Single	117	58.5
	Married	83	41.5
	Total	200	100.0

Note: Research developed.

4.2.4 Education Level

The education level of the Generation Y respondents is largely at diploma or bachelor's degree level, where 157 respondents (78.5%) stated that in the questionnaire. The result also reflected that 35 respondents (17.5%) is postgraduate and 8 respondents (4.0%) is secondary school. Moreover, none of the respondents (0.0%) is under primary school.

Table 4.4: Frequency Table of Respondents' Education Level

		Frequency	Percentages (%)
Valid	Primary School	0	0.0
	Secondary School	8	4.0
	Diploma/Bachelor's Degree	157	78.5
	Postgraduate	35	17.5
	Total	200	100.0

Note: Research developed.

4.2.5 Job Position

Based on the data collected from the respondents, almost half of the sample from the Generation Y respondents is executive level employees (45.5%). Managers or managerial role level accounted for 29.5%, operators accounted for 17.0% and supervisors accounted for 8.0%.

Table 4.5: Frequency Table of Respondents' Job Position

		Frequency	Percentages (%)
Valid	Operator	34	17.0
	Supervisor	16	8.0
	Executive Level	91	45.5
	Manager/Managerial Role	59	29.5
	Total	200	100.0

Note: Research developed.

4.2.6 Work Experience

Most of the Generation Y respondents have 1 – 5 years' experience (36.0%), amount to 72 respondents, whereas close to a quarter of the respondents have 5 – 10 years' experience (25.5%) and more than 10 years' experience (27.5%). Only 22 respondents (11.0%) has less than a year experience from the sample in the wood working industry.

Table 4.6: Frequency Table of Respondents' Work Experience

		Frequency	Percentages (%)
Valid	Less than 1 year	22	11.0
	1 – 5 years	72	36.0
	5 – 10 years	51	25.5
	More than 10 years	55	27.5
	Total	200	100.0

Note: Research developed.

4.2.7 Factors Affecting Turnover Intention

The Table 4.7 below present the descriptive statistics of the five factors that affecting turnover intention for Generation Y employees, namely personal dimensions, job attitudes, work-life balance, organisational strategies and working environment.

The personal dimensions have a mean of 3.9050 and standard deviation of 1.03699 (3.9050±1.03699). The Median value is 3.0 which is near to the mean value, therefore the data is symmetrical distribution. The Skewness value is -1.177 which is less than -1.0. The Kurtosis value is 0.585, which is less than 1. Hence, the data is highly skewed.

The job attitudes have a mean of 3.6960 and standard deviation of 0.98918 (3.6960 ± 0.98918). The Median value is 3.0 which is near to the mean value, therefore the data is symmetrical distribution. The Skewness value is -1.145 which is within 0. The Kurtosis value is 0.333, which is less than 1. Hence, the data is highly skewed.

The work-life balance has a mean of 3.2870 and standard deviation of 0.96898 (3.2870 ± 0.96898). The Median value is 3.0 which is near to the mean value, therefore the data is symmetrical distribution. The Skewness value is -0.594 which is within 0. The Kurtosis value is -0.375, which is less than 1. Hence, the data is symmetrical.

The organizational strategies have a mean of 3.5270 and standard deviation of 0.94941 (3.5270 ± 0.94941). The Median value is 3.0 which is near to the mean value, therefore the data is symmetrical distribution. The Skewness value is -0.761 which is within 0. The Kurtosis value is 0.451, which is less than 1. Hence, the data is moderately skewed.

The working environment have a mean of 3.5230 and standard deviation of 0.82734 (3.5230 ± 0.82734). The Median value is 3.0 which is near to the mean value, therefore the data is symmetrical distribution. The Skewness value is -0.764 which is within 0. The Kurtosis value is -0.330, which is less than 1. Hence, the data is moderately skewed.

Table 4.7: Descriptive Statistic of Factors Affecting Turnover Intention

Descriptive Statistics						
	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Personal Dimensions	3.9050	1.03699	-1.177	.172	.585	.342
Job Attitudes	3.6960	.98918	-1.145	.172	.333	.342
Work-Life Balance	3.2870	.96898	-.594	.172	-.375	.342
Organizational Strategies	3.5270	.94941	-.761	.172	.451	.342
Working Environment	3.5230	.82734	-.764	.172	-.330	.342

Note: Research developed.

4.2.8 Turnover Intention

The descriptive analysis for the dependent variable, turnover intention is shown in Table 4.8 as below. The turnover intention has a mean of 2.4050 and standard deviation of 0.95894 (2.4050±0.95894). The Median value is 3.0 which is near to the mean value, therefore the data is symmetrical distribution. The Skewness value is 0.984 which is within 0. The Kurtosis value is 0.045, which is less than 1. Hence, the data is moderately skewed.

Table 4.8: Descriptive Statistic of Turnover Intention

Descriptive Statistics

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Turnover Intention	2.4050	.95894	.984	.172	.045	.342

Note: Research developed.

4.3 Reliability Analysis

Reliability test is often used for the researcher to generate predictable and consistent result for the study. Most of the study used Cronbach's Alpha test to find out if the result is consistent. If the Cronbach's Alpha coefficient is closer to one, it means that the data has better consistency, vice versa. The Cronbach's Alpha with 0.7 and above indicated that the test has good reliability, 0.8 and above indicated the test has very good reliability, and 0.9 and above indicated the test has excellent reliability.

This research used Cronbach's Alpha to test the reliability of both independent variables and dependent variables. The result of each variables is shown in Appendix C and the summary of the results is shown in Table 4.9 as follow.

Table 4.9: Reliability Analysis Results for Independent Variables and Dependent Variable

Variables	Construct	Number of Items	Cronbach's Alpha (α)
Independent Variables	Personal Dimensions	5	0.940
	Job Attitudes	5	0.921
	Work-Life Balance	5	0.875
	Organizational Strategies	5	0.926
	Working Environment	5	0.892
Dependent Variables	Turnover Intention	5	0.929

Note: Research developed.

Overall, results from the 200 Generation Y respondents has very good reliability for the study as shown in Table 4.9 above. The Cronbach's Alpha coefficient for work-life balance and working environment show very good reliability for the study which valued at 0.875 and 0.892 respectively. Whereas, the Cronbach's Alpha coefficient for personal dimension, job attitudes, organizational strategies and turnover intention show excellent reliability for the study, valued at 0.940, 0.921, 0.926 and 0.929 respectively.

4.4 Pearson's Correlation Coefficient Analysis

Pearson's correlation coefficient analysis is used to analyse the relationship between independent variables and dependent variable in the study. The correlation of between each variable can be explained and interpret if the variables are lowly or highly correlation, positively or negatively. The correlation coefficient, r measure the liner association among variables especially independent variable and dependent variable. The result of the pearson's correlation coefficient analysis for the study is shown in Table 4.10 as follow:

Table 4.10: Pearson's Correlation Analysis Results

		PD	JA	WLB	OS	WE	TI
Personal Dimension (PD)	Pearson Correlation	1	.921**	.751**	.672**	.811**	-.719**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
Job Attitudes (JA)	Pearson Correlation	.921**	1	.813**	.763**	.844**	-.763**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
Work-Life Balance (WLB)	Pearson Correlation	.751**	.813**	1	.848**	.892**	-.733**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
Organizational Strategies (OS)	Pearson Correlation	.672**	.763**	.848**	1	.823**	-.771**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
Working Environment (WE)	Pearson Correlation	.811**	.844**	.892**	.823**	1	-.788**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
Turnover Intention (TI)	Pearson Correlation	-.719**	-.763**	-.733**	-.771**	-.788**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

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

Note: Research developed.

As demonstrated in Table 4.10, the correlation of all variables is statistically significant with p-value less than 0.05. The dependent variable has high negative correlation with all the independent variables between 0.7 – 0.9, such as personal dimension at -0.719, job attitudes at -0.763, work-life balance at -0.733, organizational strategies at -0.771 and working environment at -0.788.

Moreover, most of the independent variables have high positive correlation between each other independent variables at 0.7 – 0.9, with the exception of personal dimension and job attitudes have very high positive correlation (0.921), and personal dimension and organizational strategies have moderate positive correlation (0.672).

4.5 Multiple Regression Analysis

Table 4.11: Model Summary of Multiple Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.832 ^a	.692	.684	.53932	.692	87.029	5	194	.000	2.083

a. Predictors: (Constant), Personal Dimensions, Job Attitudes, Work-Life Balance, Organization Strategies and Working Environment

b. Dependent Variable: TI

Note: Research developed.

Table 4.11 is the model summary for multiple regression analysis where the Multiple Correlation Coefficient (R) is 0.832 and the adjusted R square is 0.684. The result indicates that 68.4% of the variances in the turnover intention can be predicted by the five factors, namely personal dimensions, job attitudes, work-life balance, organization strategies and working environment, whereas 31.6% of the variances in turnover intention is explained by other factors. In addition, the figure for Durbin-Watson is valued at 2.083, meaning that there is no autocorrelation detected in the sample as the figure is close to 2.0.

Table 4.12: ANOVA Test of Multiple Regression Analysis

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	126.567	5	25.313	87.029	.000 ^a
	Residual	56.428	194	.291		
	Total	182.995	199			

a. Predictors: (Constant), Personal Dimensions, Job Attitudes, Work-Life Balance, Organization Strategies and Working Environment

b. Dependent Variable: TI

Note: Research developed.

The results show in Table 4.12 presented the ANOVA test of multiple regression analysis. The F-value from the data collected is 87.029 and the p-value is 0.000 ($p < 0.05$), proving that all the five independent variables (personal dimensions, job attitudes, work-life balance, organization strategies and working environment) possess significant relation with the dependent variable (turnover intention). Therefore, this model is considered appropriate and reliable to study the relationship among the independent variables and dependent variable.

Table 4.13: Coefficient Table of Multiple Regression Analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.813	.176		33.089	.000		
Personal Dimensions	-.097	.099	-.105	-.975	.331	.138	7.237
Job Attitudes	-.187	.117	-.193	-1.594	.113	.109	9.197
Work-Life Balance	.137	.099	.139	1.391	.166	.160	6.264
Organizational Strategies	-.391	.082	-.387	-4.791	.000	.244	4.104
Working Environment	-.401	.121	-.346	-3.326	.001	.147	6.805

a. Dependent Variable: Turnover Intention

Note: Research developed.

Based on the result in Table 4.13, the Coefficient Table of Multiple Regression Analysis, the model equation for the study is formed as below:

$$\text{Turnover Intention} = 5.813 - 0.097X_1^* - 0.187X_2^* - 0.137X_3^* - 0.391X_4 - 0.401X_5$$

where: X_1 = Personal Dimensions
 X_2 = Job Attitudes
 X_3 = Work-Life Balance
 X_4 = Organisational Strategies
 X_5 = working environment

(*) = not significant

H₁: Personal dimensions has a negative direct effect on employee turnover intention.

Table 4.13 showed that personal dimensions and turnover intention has t-statistic value of -0.975 ($t < -1.96$) and p-value = 0.331 ($p < 0.05$). As the p-value is way higher than 0.05, the hypothesis is not supported and rejected at 0.05 level. Therefore, the relationship of personal dimensions and turnover intention is not significant.

H₂: Job attitudes has a negative direct effect on employee turnover intention.

Table 4.13 showed that job attitudes and turnover intention has t-statistic value of -1.594 ($t < -1.96$) and p-value = 0.113 ($p < 0.05$). As the p-value is higher than 0.05, the hypothesis is not supported and rejected at 0.05 level. Therefore, the relationship of job attitudes and turnover intention is not significant.

H₃: Work-life balance has a negative direct effect on employee turnover intention.

Table 4.13 showed that work-life balance and turnover intention has t-statistic value of 1.391 ($t < -1.96$) and p-value = 0.166 ($p < 0.05$). As the p-value is higher than 0.05, the hypothesis is not supported and rejected at 0.05 level. Therefore, the relationship of work-life balance and turnover intention is not significant.

H₄: Organizational strategies has a negative direct effect on employee turnover intention.

Table 4.13 showed that organizational strategies and turnover intention has t-statistic value of -4.791 ($t < -1.96$) and p-value = 0.000 ($p < 0.05$). The p-value is 0.000, the hypothesis is supported and accepted at 0.05 level. Therefore, the relationship of organizational strategies and turnover intention is highly significant.

H₅: Working environment has a negative direct effect on employee turnover intention.

Table 4.13 showed that personal dimensions and turnover intention has t-statistic value of -3.326 ($t < -1.96$) and p-value = 0.001 ($p < 0.05$). The p-value is within 0.05, the hypothesis is supported and accepted at 0.05 level. Therefore, the relationship of working environment and turnover intention is significant.

4.6 Conclusion

Based on the collected data from respondents, descriptive analysis, reliability analysis, pearson's correlation coefficient analysis and multiple regression analysis were conducted. Descriptive study showed that the independent variables and dependent variable are moderately and highly skewed. The result of the reliability analysis also explained that each variable is highly or excellent reliable. Furthermore, pearson's correlation coefficient analysis proved that the independent variables have highly negative correlation with the dependent variable. Last but not least, the multiple regression analysis has formulated the equation model and found that organizational strategies and working environment have significant relationship with the turnover intention. The next chapter will further elaborate the results from the SPSS and provide more in-depth analysis.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter provide more in-dept findings based on the SPSS analysis performed in the previous chapter. The major findings are interpreted in the summary and the results are validated as well as discussed in this chapter. Furthermore, the implication of this study and the limitation of this research are illustrated. Last but not least, the researcher will conclude this study and recommend ideas for the future studies.

5.1 Summary of Statistical Analysis

Short summaries of all the analysis performed, namely descriptive analysis, reliability analysis, pearson's correlation coefficient analysis and multiple regression analysis are concluded in each sub-section below. The summaries shall showcase the major findings that discovered from the analysis and give explanation for its results.

5.1.1 Descriptive Analysis

In the analysis of the demographic profile of the employees in woodworking industry, the result indicated that majority of the respondents are female which accounted for 59.5% of the respondents while the male respondents only accounted

for 40.5%. It was observed that most of the respondents in wood working industry (34.0%) are born from 1980 to 1985, meaning that they are aged 35 to 40 years old in year 2019. The second largest group is not far away from the first largest group, which is 30.0% of the respondent who born between 1990 to 1995 or aged between 25 to 30 years old. It was also observed that more than half of the respondents in the wood working industry remain single, approximate 58.5% of the respondents.

In terms of the education level of the respondents, it was observed that 78.5% of the respondents have a diploma or bachelor's degree and 17.5% of the respondents have master. Only 4% of the respondents passed primary school and secondary school. The result give confidence to the previous studies from Martin (2005) where Generation Y focus more on education. Comparing with the statistic from DOSM where only 28.6% of Malaysia employees have tertiary or postgraduate education, it shows that the wood industry tends to have higher education employees compare to other industry. The result also showed that 49.5% of the respondents are executive level while 29.5% of the employees are manager or manager role level. Comparing with the work experience results, it seems that the respondents who are manager or manger role level might have more than 10 years' experience as the percentage of respondents who have more than 10 years' experience are 27.5%. However, the majority of respondents, around 36.0% has one to five years' experience and 25.5% of the respondents has five to ten years' experience, who might work at executive level or supervisor.

Looking at the independent variables namely personal dimensions, job attitudes, work-life balance, organisational strategies and working environment, all the means of the independent variables has average scale of above 3.0 while the skewness show negative signs. It indicates that the respondents tend to have positive perception on the five factors, personal dimensions, job attitudes, work-life balance, organisational strategies and working environment. Among the five factors, personal dimension has the highest score (3.9050), shows that most of the employees have good personal skills in the wood working industry. On the other hand, work-life balance has the lowest mean score of 3.2870 which is close to the neutral scale of 3.0. This might explain that the respondents opined the

woodworking industry have suitable and acceptable work flexibility to the employees.

As for the dependent variable, turnover intention shows result of 2.4050 of mean with skewness of 0.984. The result is positively skewed, highlighted that more than half of the respondents do not think of leaving the woodworking industry.

5.1.2 Reliability Analysis

The researcher used Cronbach's Alpha to test the reliability and validity of the study. Cronbach's Alpha value with 0.7 and above shows good reliability of the variables. Both independent variables and dependent variables in this study showed value more than 0.8. To be precise, personal dimensions has Cronbach's Alpha value of 0.940, job attitudes has 0.921, work-life balance has 0.875, organisational strategies has 0.926, working environment has 0.892 and turnover intention has 0.929. As the variables show Cronbach's Alpha value more than 0.7, therefore this study is reliable and valid which the result can represent the whole population of the Generation Y in the woodworking industry.

5.1.3 Pearson's Correlation Coefficient Analysis

The relationship of personal dimensions, job attitudes, work-life balance, organisational strategies and working environment towards turnover intention are examined in the previous chapter. All the independent variables show result of negative sign with value at 0.7. Moreover, the p-value for all independent variables towards the dependent variable resided at 0. Therefore, the study summarized that the five factors namely personal dimensions, job attitudes, work-life balance, organisational strategies and working environment have high negative correlation with employees' turnover intention.

5.1.4 Multiple Regression Analysis

As above mentioned, about 68.4% of the variance in employees' turnover intention can be explained from the five factors (personal dimensions, job attitudes, work-life balance, organisational strategies and working environment) that being analysed. Whereas the 31.6% of the variance in employees' turnover intention is believed to be influenced by other factors. Additionally, the F-value of ANOVA test is 87.029 with p-value at 0.000 ($p < 0.05$), meaning that all independent variables are predictor of the dependent variable. The VIF value of personal dimensions, job attitudes, work-life balance and working environment are greater than 5, indicate that the variables are highly correlated. Meanwhile, the VIF value for organisational strategies is 4.104, indicate that this variable is moderately correlated.

The generated regression equation below can predict the value of turnover intention. For every unit increase in personal dimensions, the turnover intention will decrease by 0.097, provided that other independent variable remain unchanged. This also apply to other independent variables, where every unit increase in job attitudes, work-life balance, organisational strategies and working environment, the turnover intention will decrease by 0.187, 0.137, 0.391 and 0.401 respectively, provide other independent variables remain unchanged.

$$\text{Turnover Intention} = 5.813 - 0.097X_1 - 0.187X_2 - 0.137X_3 - 0.391X_4 - 0.401X_5$$

where: X_1 = Personal Dimensions
 X_2 = Job Attitudes
 X_3 = Work-Life Balance
 X_4 = Organisational Strategies
 X_5 = working environment

5.2 Discussion on Major Findings

Since the purpose of this study is to examine the negative direct effect of the five factors on the turnover intention of the Generation Y employees in wood working industry, five hypotheses were proposed in the early chapter and the result of the hypotheses is shown as Table 5.1 below. The results highlighted that only the hypotheses of negative direct effect on organizational strategies and working environment towards turnover intention are supported with p-value lesser than 0.05.

Table 5.1: Results of Hypotheses Testing

Hypotheses	Value Scored	Decision
H ₁ : Personal dimensions has a negative direct effect on employee turnover intention.	p-value = 0.331 > 0.05	Not Supported
H ₂ : Job attitudes has a negative direct effect on employee turnover intention.	p-value = 0.113 > 0.05	Not Supported
H ₃ : Work-life balance has a negative direct effect on employee turnover intention.	p-value = 0.166 > 0.05	Not Supported
H ₄ : Organizational strategies has a negative direct effect on employee turnover intention.	p-value = 0.000 < 0.05	Supported
H ₅ : Working environment has a negative direct effect on employee turnover intention.	p-value = 0.001 < 0.05	Supported

Note: Research developed.

5.2.1 Relationship between Personal Dimensions and Employee's Turnover Intention

H₁: Personal dimensions has a negative direct effect on employee turnover intention.

The result for personal dimensions for its p-value is 0.331, larger than 0.05. It indicates that the negative relationship between personal dimensions and turnover

intention of Generation Y in woodworking industry is not significant. Thus, H_1 is not supported as the p-value is larger than 0.05.

The result obtained is different from study from Jaramillo et al (2013), Queiri and Dwaikat (2016) and Jung et al. (2012) where the aspects for personal dimensions have significant relationship with the employees' turnover intention. It shows that personal dimensions will not influence heavily on turnover intention of the Generation Y employees. This might due to clear role arrangement and responsibility assigned to the employees in the woodworking industry as this industry is an old industry started a century ago where the works are pretty much standardized and well-organised already. The employees only need to follow the task assigned to them which are not over-stress and manageable. Therefore, managing their attitudes and emotion at work become easy as they have a clear mind of their role and responsibilities.

5.2.2 Relationship between Job Attitudes and Employee's Turnover Intention

H_2 : Job attitudes has a negative direct effect on employee turnover intention.

The result for job attitudes for its p-value is 0.113, larger than 0.05. It indicates that the negative relationship between job attitudes and turnover intention of Generation Y in woodworking industry is not significant. Thus, H_2 is not supported as the p-value is larger than 0.05.

Different from research by Ali (2008), Yücel (2012) and Robyn and Preez (2013) where job attitudes such as job satisfaction has significant negative relationship with employees' turnover intention, this study shows that job satisfaction has not significant negative relationship with the turnover intention. Moreover, the results also show that pay satisfaction and organisation commitment has no significant relationship with the turnover intention, which is different from study by Queiri & Dwaikat (2016) and Deery (2008). It is believed that the Generation Y employees does not perceive that satisfaction is important in their job in the woodworking industry. Instead they are more concern on faster career growth and tend to switch

from job to job or organisation to organisation. Therefore, Generation Y is unlikely to show commitment as they already have in mind that they will leave the organisation in the next few years for a better career growth. This might largely due to the perception of woodworking industry is a sunset industry where the Generation Y unable foresee bombastic career growth in the future. Thus, satisfaction and commitment are not relevant for Generation Y employees in the woodworking industry as they are entering the organisation to gain some working experience for better job switching to other industries in the future.

5.2.3 Relationship between Work-Life Balance and Employee's Turnover Intention

H₃: Work-life balance has a negative direct effect on employee turnover intention.

The result for work-life balance for its p-value is 0.166, larger than 0.05. It indicates that the negative relationship between work-life balance and turnover intention of Generation Y in woodworking industry is not significant. Thus, H₃ is not supported as the p-value is larger than 0.05.

Study from Khairunneezam (2011) and (Noor & Maad, 2008) argued that there is significant relationship between work-life balance and employees' turnover intention. However, the result of this study shows that work-life balance is not significant to turnover intention. The result might due to the job position of the Generation Y respondents which more of them are executive level whereby their workload is manageable and able to balance their own family life. Different from banking or finance industry where the executive level has heavy workload and competitive environment, the woodworking industry has well-defined role where the work is not overload. Thus, the Generation Y employees are able to find work-life balance in the woodworking industry and do not perceive this factor is important when they are considering leaving the organisation.

5.2.4 Relationship between Organizational Strategies and Employee's Turnover Intention

H₄: Organizational strategies has a negative direct effect on employee turnover intention.

The result for organizational strategies for its p-value is 0.000, lesser than 0.05. It indicates that the negative relationship between organizational strategies and turnover intention of Generation Y in woodworking industry is significant. Thus, H₄ is supported as the p-value is lesser than 0.05.

The result is inline with study from Robyn and Preez (2013) where organisational strategies such as training and development, remuneration, rewards, employee engagement and selection and recruitment practices have significant negative impact on turnover intention. This is highly due to the characteristic of Generation Y who focus on self-development and career planning. Most of the literature review (Martin, 2005, Shaw & Fairhurst, 2008) shows that Generation Y employees have high expectation on the guidance and reward gained from the company. They pay very serious attention on developing themselves to achieve better career growth in the fastest way. The woodworking industry has a very slow and limited career path, which influence the leaving intention of the Generation Y employees. The layers of authority in the woodworking industry is very few and the highest ranking they can achieve is manager level or management role. Therefore, Generation Y employees might find the progress of their career growth is slow and tend to find better organisation they can offer fastest career growth. Thus, it is important for the wood working industry to compensate the Generation Y employees with rewards and remuneration in order to retain the good employees.

5.2.5 Relationship between Working Environment and Employee's Turnover Intention

H₅: Working environment has a negative direct effect on employee turnover intention.

The result for working environment for its p-value is 0.001, lesser than 0.05. It indicates that the negative relationship between working environment and turnover

intention of Generation Y in woodworking industry is significant. Thus, H_5 is supported as the p-value is lesser than 0.05.

This study shares similar result with study from Ozcelik (2015) and Smola and Sutton (2002) where there is significant relationship between working environment and employees' turnover intention. The result also in line with the perception of 3D environment where the people views woodworking workplace is dirty, difficult and dangerous. In fact, the woodworking industry possess such conditions due to its process of making the products. Under manufacturing industry, the process of woodworking industry goes through multiple times of process due to the variety of raw material. Most of the manufacturers used different wood species in the manufacturing process, which ended up with high labour-intensive work required for each woodworking company. Furthermore, process different wood species are difficult as Malaysia has more than 100 of species available in the country. Moreover, the machinery to process the raw material is dirty and dangerous as most of the organisation continue to use old machines where the safety application is not advanced. Therefore, the woodworking industry must put thoughts in overcome the harsh working environment in order to reduce turnover intention of the Generation Y employees.

5.3 Implications on the Study

The findings of this study have provided more insight for the top management to strategize better policy to reduce the turnover intention of Generation Y employees in the woodworking industry. The result of the study indicates that organisation strategies and working environment are the most significant factors that affect the turnover intention of the Generation Y employees. This has provided a guideline for the top management to re-consider the organisation policy to improve the remuneration and reward system as well as the working environment in order to retain key employees for a longer period of time.

The results also provided better understanding on the characteristic of the Generation Y for the human resources department when they are recruiting and selecting new employees. Additionally, the human resources department can formulate better offer based on the findings to attract and promote the woodworking industry to the potential Generation Y employees. By enhancing both the organisational strategies and working environment, the woodworking industry will be able to become competitive and attract more talents for Malaysia. Moreover, this guideline might be able to contribute to the similar manufacturing industry as most of the manufacturing companies possess similar characteristic with the woodworking industry.

5.4 Limitation of the Study

The researcher has identified a few limitations when conducting this study. First of all, duration of the study conducted is very limited. Due to time constraint, the researcher only survey 200 respondents for the study to get a fair result. However, Saunders et al. (2012) suggested that the sample size of 300 can considered a good same size that represent a large population. A larger sample size can present the findings more accurately. Hence, the next study shall allocate more time to survey 300 respondents in order to get more precise results.

Moreover, it was observed that the respond from operators and supervisors are very few. It is believed that their education level is not suffice to understand and answer the questionnaire, thus their opinions on the five factors are not fully reflected in the result. The researcher should conduct face-to-face interview based on the questionnaire to these people in order to get a more complete result.

Lastly, there are missing factors that unable to explain turnover intention of the employees as the multiple regression test result shows that more than 30% of the variance of turnover intention cannot be explained by the five independent variables. Further literature review is needed and it is recommended to do quantitative research to capture the unidentified factors. The researcher also recommended to

include new factors such as attractiveness of other new sunrise industry as many people view that woodworking industry is a sunset industry. This may subsequent to the employees' turnover intention as they might feel that woodworking industry has lesser future opportunities compare to other industry.

5.5 Recommendation

To overcome the limitation of the study, the researcher has recommended multiple solutions to enhance the future study. These ideas shall rectify and improve accuracy of the future findings on Generation Y turnover intentions in the woodworking industry in Malaysia.

Firstly, the researcher recommends to conduct interview survey in additional to questionnaire survey. The interview survey will help to quantify some of the variables that might only occurred in the wood working industry. Then, the capture variables can be used to formulate a better questionnaire to survey the Generation Y respondents and the result can explain more on the turnover intention of the employees.

Furthermore, the survey needs to pay more attention to other job role in the woodworking organisation, such as the supervisor and operator. Both quantitative and quantitative survey must be evenly distributed to all job position of the employees in the woodworking industry to obtain more accurate data.

Additionally, the researcher proposed to schedule more time for the study to capture more respondents to generated a good survey result. It is proposed to collect at least 300 respondents to generate a more reliable and accurate results that best represent the opinion of the Generation Y respondents. With these changes for the future study, the findings of the factors affecting turnover intention of Generation Y employees in woodworking industry in Malaysia can be provide better understanding for the organisation to formulate and strategize better policy.

5.6 Conclusion

In conclusion, the objective of this study is achieved. All the five independent variables, namely personal dimensions, job attitudes, work-life balance, organizational strategies and working environment are correlated with the dependent variable, turnover intention in the correlation test.

The study discovered that all the independent variables have negative direct effect on employees' turnover intention. However, only organizational strategies and working environment are the significant factors that influence the turnover intention of the Generation Y employees. This study has provided a better picture of the turnover intention pertaining Generation Y employees for the woodworking industry to formulate better strategies to reduce their turnover intention and attract good employees.

Despite having research limitation for the study, the researcher has proposed few recommendations to improve future study. It is proposed that quantitative survey and qualitative survey shall be adopted to discover more variables. Moreover, the researcher shall also consider evenly distributed the questionnaire to all job position to get more accurate results. By survey more and evenly distributed respondents, the future study shall provide more factors that affect the turnover intention of the Generation Y employees in woodworking industry in Malaysia where the organisations can formulate a better off strategies to reduce turnover intention of their employees.

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APPENDICES

Appendix A: Survey Questionnaire



Research Topic: Factors Affecting Turnover Intention of Generation Y Workers in
Woodworking Industry in Malaysia

Dear Participant,

I am a postgraduate student from UTAR and I am conducting a research project titled “Factors Affecting Turnover Intention of Generation Y Workers in Wood Working Industry of Malaysia”. This research aims to understand the relationship between the five factors and employee turnover intention in the wood working industry among the Generation Y.

This questionnaire will take approximately 5-8 minutes to complete. The information collected from this survey is solely for report writing and will be kept confidential under the Personal Data Protection Act (PDPA) 2010. If you have any questions regarding this research, kindly contact myself at +6014-3636668 or Dr. Komathi A/P Munusamy, supervisor at Faculty of Accountancy and Management, UTAR

Thank you for your time and assistance to complete the survey.

Your sincerely,

Tan Hee Lun

**Factors Affecting Turnover Intention of Generation Y Workers
in Wood Working Industry of Malaysia**

Section A: Demographic Information

Please complete the following by place tick (✓) in the appropriate answers.

1. Gender:

- Male
 Female

2. Born Year:

- 1980 - 1985
 1986 - 1990
 1991 - 1995
 1996 - 2000

3. Marital Status:

- Single
 Married

4. Education Level:

- Primary School
 Secondary School
 Diploma/Bachelor's Degree
 Postgraduate

5. Job Position:

- Operator
 Supervisor
 Executive Level
 Manager/Managerial Role

6. Work Experience:

- Less than 1 year
 1 – 5 years
 5 – 10 years
 More than 10 years

Section B: Factors that Affecting Turnover Intention

The following set of statement is related factors that affecting the turnover intention. Using the following scale, please circle only one answer that best reflects your opinion about the statement.

(1 means Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

No	Personal Dimensions	Disagree			Agree	
1.	I am well-aware of my role in the company.	1	2	3	4	5
2.	I am able to manage my job stress.	1	2	3	4	5
3.	I act professionally during my working hour.	1	2	3	4	5
4.	I do not let my personal emotion influence my job performance.	1	2	3	4	5
5.	I always remain cheerful even though I am tired at work.	1	2	3	4	5
No	Job Attitudes	Disagree			Agree	
1.	I am satisfied with my choice of work.	1	2	3	4	5
2.	I am satisfied with what I am getting paid for.	1	2	3	4	5
3.	I respect my colleagues regardless of their ages.	1	2	3	4	5
4.	I believe there is no gender bias in the workplace.	1	2	3	4	5
5.	I am willing to commit myself to meet my employer's expectation.	1	2	3	4	5
No	Work-Life Balance	Disagree			Agree	
1.	The company assigned manageable workload for employees.	1	2	3	4	5

2.	The company allow using telecommuting to work from home or outside of my central workplace.	1	2	3	4	5
3.	The company allow me to take time-off for personal issue.	1	2	3	4	5
4.	The company provide supports (e.g. medical claim) for the family members.	1	2	3	4	5
5.	The company exercise “work-life balance” policy by providing additional benefits.	1	2	3	4	5
No	Organizational Strategies	Disagree			Agree	
1.	The company provide trainings to improve my job performance.	1	2	3	4	5
2.	The company provide opportunity for my carrier growth in the company.	1	2	3	4	5
3.	The company give rewards, remuneration, and recognition for my job performance.	1	2	3	4	5
4.	The company shares its vision, achievements and future plan to the employees.	1	2	3	4	5
5.	The company recruit and select future employees carefully.	1	2	3	4	5
No	Working Environment	Disagree			Agree	
1.	The task assigned by the company is easy to learn.	1	2	3	4	5
2.	The task assigned by the company is not repetitive and boring.	1	2	3	4	5
3.	The task assigned by the company is considered high skill job.	1	2	3	4	5
4.	The company is concerned with the hygiene of the working environment.	1	2	3	4	5

5.	The company is concerned with the safety of their employees.	1	2	3	4	5
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Section C: Turnover Intention

Please circle only one answer that best reflects your opinion on turnover intention in your company.

(1 means Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree)

No	Turnover Intention	Disagree			Agree	
1.	I am not satisfied with the work in this company.	1	2	3	4	5
2.	I dislike the job that assigned by the company.	1	2	3	4	5
3.	I am actively looking for job in other organization.	1	2	3	4	5
4.	I do not see a future of myself within this company.	1	2	3	4	5
5.	Sometime I think about quitting my job.	1	2	3	4	5

Thank you for your participation. Your effort and opinions are greatly appreciated.

APPENDICES

Appendix B: Mandarin Survey Questionnaire



马来西亚木工业里 Y 世代员工离职倾向影响因素的实证研究

我是 UTAR 的研究生，正在进行一项研究项目名为“影响马来西亚木工行业 Y 世代工人离职意向的因素”。本研究旨在了解 Y 世代员工在木材加工行业的离职倾向。该研究将为雇主和管理人员制定指导方针以调整公司的政策，从而减少离职倾向并为组织吸引更多的人才。此调查问卷大约需 5-8 分钟就能完成。所收集的资料仅用于撰写报告，并将根据“2010 年个人数据保护法”（PDPA）保密。

感谢您抽出时间和协助完成问卷。

马来西亚木工业里 Y 世代员工离职倾向影响因素的实证研究

A 部分：人口统计信息

请在以下内容中勾选(√)适合的答案。

1. 性别：

- 男
- 女

2. 出生年份：

- 1980 - 1985
- 1986 - 1990
- 1991 - 1995
- 1996 - 2000

3. 婚姻状况：

- 单身
- 已婚

4. 教育程度：

- 小学
- 中学
- 文凭/学士学位
- 研究生

5. 工作职位：

- 操作员
- 主管
- 执行员
- 经理/管理角色

6. 工作经验：

- 少于 1 年
 1 - 5 年
 5 - 10 年
 超过 10 年

B 部分：离职倾向影响因素

以下内容将陈述影响离职倾向的相关因素。使用以下比例，请圈出一个最能反映您对该陈述的看法。

(1 表示非常不同意，2 表示不同意，3 表示中立，4 表示同意，5 表示非常同意)

No	个人因素	不同意					同意
1.	我很清楚自己在公司里的角色。	1	2	3	4	5	
2.	我能够处理我的工作压力。	1	2	3	4	5	
3.	我在工作时间有着专业的表现。	1	2	3	4	5	
4.	我不会让自己的个人情绪影响我的工作表现。	1	2	3	4	5	
5.	即使工作累了我还是能保持微笑。	1	2	3	4	5	
No	工作态度	不同意					同意
1.	我对自己的工作选择感到满意。	1	2	3	4	5	
2.	我对我得到的报酬感到满意。	1	2	3	4	5	
3.	无论年龄大小，我都尊重我的同事。	1	2	3	4	5	
4.	我认为在工作场所没有性别偏见。	1	2	3	4	5	
5.	我将尽我所能来达到雇主的期望。	1	2	3	4	5	
No	工作生活平衡	不同意					同意
1.	公司分配的工作量在可管理范围内。	1	2	3	4	5	
2.	公司允许我在家中或其他场所工作。	1	2	3	4	5	

3.	公司允许我为个人问题申请休假。	1	2	3	4	5
4.	公司为员工的家庭成员提供津贴（例如医疗费用）。	1	2	3	4	5
5.	公司通过提供额外福利来实施“工作-生活平衡”政策。	1	2	3	4	5
No	组织策略	不同意			同意	
1.	公司提供培训以加强我的工作表现。	1	2	3	4	5
2.	公司为我提供了职业发展的机会。	1	2	3	4	5
3.	公司为我的工作表现提供奖励，报酬和表彰。	1	2	3	4	5
4.	公司与员工分享愿景，成就和未来计划。	1	2	3	4	5
5.	公司谨慎招聘和选拔未来的员工。	1	2	3	4	5
No	工作环境	不同意			同意	
1.	公司分配的工作容易上手。	1	2	3	4	5
2.	公司分配的工作不重复或无聊。	1	2	3	4	5
3.	公司指定的工作属于高技能工作。	1	2	3	4	5
4.	公司关注工作环境的卫生。	1	2	3	4	5
5.	公司关注员工的安全。	1	2	3	4	5
C 部分：离职倾向						
<p>以下内容将陈述影响离职倾向的相关因素。使用以下比例，请圈出一个最能反映您对该陈述的看法。</p> <p><i>(1 表示非常不同意, 2 表示不同意, 3 表示中立, 4 表示同意, 5 表示非常同意)</i></p>						

No	离职倾向	不同意			同意	
1.	我对这家公司的工作感到不满意。	1	2	3	4	5
2.	我不喜欢公司指定的工作。	1	2	3	4	5
3.	我正在积极寻找其他工作。	1	2	3	4	5
4.	我在这家公司里看不到自己的未来。	1	2	3	4	5
5.	有时我想辞掉工作。	1	2	3	4	5

感谢您抽出时间和协助完成问卷。

APPENDICES

Appendix C: Cronbach's Alpha Using Reliability Test

i. Personal Dimensions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.938	.940	5

ii. Job Attitudes

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.921	5

iii. Work-Life Conflict

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.875	5

iv. Organizational Strategies

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.926	5

v. Working Environment

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.893	.892	5

vi. Turnover Intention

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.927	.929	5