

A STUDY ON THE FACTORS OF JOB TURNOVER  
INTENTION IN MALAYSIA RETAIL INDUSTRY

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FACULTY OF BUSINESS AND FINANCE  
DEPARTMENT OF BUSINESS

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## DECLARATION

We hereby declare that:

- (1) This undergraduate research FYP is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research FYP has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the FYP.
- (4) The word count of this research report is 11,667 words.

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This dissertation is dedicated to:

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## LIST OF ABBREVIATIONS

B2B	Business to Business
B2C	Business to Consumer
GDP	Gross Domestic Product
GST	Good and Service Tax
MRA	Malaysia Retailers Association
SAS	Statistical Analysis System
RGM	Retail Group Malaysia

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## PREFACE

The business student has to complete the research project in order to accomplish the study of Bachelor of Business Administration (Hons). The topic of this research is “Factor of Job Turnover Intention in Malaysia Retail Industry”. We aim to raise the awareness about the job turnover intention for every employee. Moreover, retail industry selected as the target industry to investigate the factors of job turnover intention.

Retail is the place of heaven on the earth because anything could be purchased. It provides a plenty of convenience to consumers. Moreover, retail also play core contributor of Malaysia economy. However, it still has to depend on economic performance and consumer purchasing power for sustainable. Recently, it suffers financial and non-financial burden cause by turnover issue. From the retail employee point of view claimed that some factors trigger them to turnover. Hence, this is important to identify and understand the reason behind the factors to mitigate the turnover problem.

In short, this research will provide a clear information about the factors of job turnover intention in retail industry. We will examine and explain four independent variables to affect the job turnover intention. Yet, this research also can be a guidance for retailers to reduce the negative impact.



## ABSTRACT

Retail industry is one of the important core driver of Malaysia economy which contribute to the growth of Malaysia's economy as well as GDP. Employees of the service organisation have responsibility to play critical role to maintain the contribution of Malaysia economy by decreasing the turnover issues and determine the performance of the organisation. Job turnover intention in retail industry has been found that increasing over the time. Hence, the aim of this research is to investigate the factors (pay and reward, co-worker support, training and development as well as job stress) that affect job turnover intention in Malaysia retail industry. Previous studies found that there have significant impact on job turnover intention in Malaysia retail industry.

In this research, researchers conduct the survey to gather the primary source by distributing 450 with online questionnaire to the target population in selected area in Malaysia retail industry. Researchers conducted the Cronbach's alpha reliability test on every constructs which resulted high reliability test. Moreover, Pearson correlation coefficient and multiple regression revealed the importance of four independent variables. In the results show three independent variables which included pay and reward, co-worker support, training and development have a negative relationship whereas job stress has a positive relationship with dependent variable (job turnover intention). Retail managers should implement proper strategy which would increase retention of employees and reduce their job turnover intention.

Overall of the research tends to provide investigate the causes which affecting the job turnover intention in Malaysia retail industry. Throughout this research, the limitations of the study have been identified. Hence, it should be avoided the similar limitation in the future research. Besides limitation, the discussion of findings, implications of the study and recommendations for future research will be conducted in the end of this study.

## **CHAPTER 1: INTRODUCTION**

### **1.0 Introduction**

This research highlight the cause of job turnover intention in Malaysia retail industry. Firstly, research background and problem statement reveal on chapter one. Furthermore, research objectives and questions are creating to imply the factors tested in the research. Besides, the hypotheses of study explain the relationship between the variables while significance of study discusses the purpose behind the research. Hence, chapter layout and conclusion also stated in chapter one.

### **1.1 Research Background**

Retail is the sale transaction from the manufacturing transfer to the end user. It derived from French and defines as cut off. In fact, various type of products and numerous brands are available on the physical store and via online. The retailer plays the intermediary role on the distribution channel to resale the products to the consumers. Moreover, the sale transaction not only Business to Consumer (B2C), but Business to Business (B2B) also. Furthermore, delivery service and after sale service such as warranty service and online support to retain the loyal customers. Retail trade has small-scale and large-scale establishment. The small-scale included convenience store and hawkers while the large-scale included like department store or hypermarket such as Giant, Tesco, and Aeon group.

Based on Retail Group Malaysia (RGM), the retail growth rate fails to meet the expectation of 4.7%, it only recorded 2.7% in fourth quarter of 2018. In 2017,

members of Malaysia Retailers Association (MRA) claimed the retail industry still unable to recover after implement the Good and Service Tax (GST). Plus, the inflation rate increase to 1.7%, most of food product increase the price especially non-alcoholic beverage. Besides, the growth rate of second quarter in 2018 only 2.1% which below the expectation of 6%. Despite zero tax period, there is no desired sale result from retailers. The retailers make a little increasing sale with additional discount while some retailers suffer no improvement. Most of private consumption no extra income to purchase more. Household spending is the bigger portion contribute to economy, however they will depend on economic performance to reflect their cost of living.

Based on the Harvard Business Review identify the top two reasons of voluntary turnover are to seek for better promotion and desire paid among front-line employees (Wells, 2018). Meanwhile, most of studies point out the wage is the core cause of turnover. According the survey of top U.S. retailers concluded low paid and high competitive job market rose the turnover rate in retail industry from 57% to 65% within year 2015 and 2016. Furthermore, lacking of training and well-structured on-boarding program shape negative working culture (Verlinden, 2018). On the contrary hand, abundant supply of low-skill employees available in labour market reduce the bargaining power for employee benefits. Basically, retail staff is part of company which responsible multi roles for smoothing the company operation including boost the sales, provide service to customers and maintain strong vendor relationship. Therefore, training and development are crucial tools that are critically needed for any business to make sure that employees attain the strategic goal. For instance, communication skill assists them higher on job involvement in order increase the job satisfaction.

Hence, this research examines pay and reward, co-worker support, training and development and job stress affect the job turnover intention in Malaysia retailing.

## 1.2 Problem Statement

The wholesale and retail trade under service sector are the key drivers which contribute 57% shares to Gross Domestic Product (GDP), recorded RM108.9 billion of sale value in first quarter 2019 (Department of Statistics Malaysia, 2019). In fact, retailing is driving force of the economy, however the worldwide of retail business distracted by the ongoing problem of high turnover rate, shortage of qualified staff and poor retention.

The average annual turnover rate is about 13% in Malaysia retail industry recorded in past study. Based on LinkedIn data, the average turnover rate is 10.9% for all industry globally, retail and consumer products industry are rank second higher turnover rate (13%), retail sector recorded turnover rate of 16.2% and the percentage of retail salesperson turnover is 19.3% (Booz, 2018). Hence, the global retailer's loss RM69 billion in direct cost such as recruitment, training and so on (Wells, 2018).

Job turnover present a dilemma that affect the internal and external of organisation. The organisation had to bear direct cost and hidden cost (loss of labour productivity). Some research estimates the single employee turnover cost is equal more than double of employee's salary. Externally, it will also ruin the organization images (Shropshire, 2013).

Besides, employee turnover lead to skill labour shortage in retail industry. In 2018, there are 1649 positions were offered in retail and merchandise industry on Jobstreet.com. Hence, the management forced to accept and tolerate low qualified employees, often foreigner to fill in the empty spot. On other hand, some retailers intend to save training cost for new blood and delegate the unfair workload with unchanged paid. However, it could drive the qualified employee away. Meanwhile, the healthiest workplace survey from AIA concluded that Malaysian have low productivity despite long working hours.

According to RGM, indicated the downwards retail growth rate from last quarter in 2017 (3.1%) to same period in 2018 (2.7%). Industry players face the contraction and reduce the stores to sustain. For instance, Aeon Big closed up 8 stores from 2015 to 2017, Giant reduced the stores from 146 to 134 in 2018 due to suffer the loss in pass 3 years. Whenever a number of retail bankruptcies, unemployment rate increase but turnover rate still maintains increasing trend.

## **1.3 Research Objectives**

### **1.3.1 General Objective**

The general objective of this research was to examine the factor affect job turnover intention in Malaysia retail industry.

### **1.3.2 Specific Objectives**

- To testify the effect of pay and reward on job turnover intention of Malaysia retail staff.
- To investigate the effect of co-worker support on job turnover intention of Malaysia retail staff.
- To determine the impact of training and development on job turnover intention of Malaysia retail staff.
- To identify the impact of job stress on job turnover intention of Malaysia retail staff.

## **1.4 Research Questions**

Four relevant research questions is going to investigate for attaining the specific objectives. The research questions are as below:

- What impact do pay and reward have on job turnover intention of Malaysia retail staff?
- What impact does co-worker support has on job turnover intention of Malaysia retail staff?
- What impact do training and development have on job turnover intention of Malaysia retail staff?
- What impact does job stress has on job turnover intention of Malaysia retail staff?

## **1.5 Hypotheses of the Study**

A hypothesis testing analyses the correlation between dependent and independent variables. The hypothesis was shown:

H<sub>1</sub>: Pay and reward have impact on job turnover intention in Malaysia retail industry.

H<sub>2</sub>: Co-worker support has impact on job turnover intention in Malaysia retail industry.

H<sub>3</sub>: Training and development have impact on job turnover intention in Malaysia retail industry.

H<sub>4</sub>: Job stress has impact on job turnover intention in Malaysia retail industry.

H<sub>5</sub>: Pay and reward, co-worker support, training and development and job stress have significant impacts on job turnover intention in Malaysia retail industry.

## **1.6 Significance of Study**

This research designs to identify which factors is the most influential on job turnover intention in Malaysia retailing. Besides, the researchers also expect the retailers could raise their awareness to alert and lower the turnover intention toward their retail stores.

Many retailers faced high turnover rate when they fail to satisfy their staff. Since the symptom of turnover intention could be low productivity or low morale. This research provides a direction for the employers to identify the causes. By improving the internal operation, it also can assist the employers to understand employee need for retaining the qualified employees.

Furthermore, it serves as reference to provide the insight and relevant information about job turnover intention of employees. Resolution for the issue necessary by understanding the factors lead to high job turnover intention, yet to avoid the negative impacts like increase the financial burden and disrupt the success of the organisation.

## **1.7 Chapter Layout**

Chapter one discusses research background and problem statement about turnover trend in retailing. Next, the researchers also develop the research objectives and research questions, hypothesis, significance and chapter layout.

Chapter two reviews on literature, relevant theoretical framework and theories regarding the independent variable that affect the job turnover intention are included.

Chapter three describes the method of data collecting and evaluate the data such as research design and constructs measurement. Moreover, researchers will prepare the framework to conduct the reliability of study.

Chapter four applies the SAS Enterprise Guide 7.1 system to generate numeric result such as descriptive analysis and reliability analysis.

Chapter five summarizes entire major findings of the research included statistical analysis summary, discussion of major findings and implication of study. Furthermore, researchers discuss the limitations arise during research carried out and some suggestion introduced to similar research in forthcoming.

## **1.8 Conclusion**

A clear introduction about the factors determine the job turnover intention in Malaysia retailing. Through research background and problem statement, the readers able to understand the story background, problem and the impact faced by retail industry nowadays. Next, researchers simplified the entire research into general and specific objectives aim to highlight the core idea and the interrelationship between the variables. Moreover, the researchers generated the hypotheses about the relation of variables for the readers. Chapter one will be linked to second chapter to discuss more in depth through literature review.



## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

Chapter two reviewed the independent and dependent variables by referring to numerous related journal articles. Researchers have studied the relevant theoretical framework on independent variables that affect the job turnover intention and conceptual framework will be given. Hypothesis also will be developed in this chapter.

### **2.1 Review of the Literature**

#### **2.1.1 Dependent Variable: Job Turnover Intention**

According to empirical literature, there is no distinct between job turnover and labour turnover (Christopher, 2000). However, there is the distinction over job turnover with job turnover intention. Job turnover defines as the employees remove their membership and leave the organisation. DeTienne, Agle, Phillips, and Ingerson (2012) explained the job turnover intention is individual decision of an employee to withdraw, it depends the willingness of the employee to leave the present workplace. Furthermore, Matz, Woo, and Kim (2014) elaborated that the turnover intention signifies worker's voluntary and conscious decision, usually is the final step of making decision before actual exit from the organisation. There are two motives for job turnover which is arise from the availability of better job offer that

motivate them to switch the current job whereas other is related the dissatisfaction with current job.

Takase (2010) indicate that job turnover intention is a multistage that involve three components which are psychological, cognitive and behavioural. For the stage one, the adverse characteristic of an organisation lead to the arise of dissatisfied emotion. For the stage two, a physiological sign of the choice to leave while employee started to create the intention to leave. For the last stage, the learners change into behaviour like pay less attention on working or lack of responsibilities to perform task.

On the other hand, Foster, Lonial, and Shastri (2011) argued that dissatisfied workers might have higher tendency to leave than the satisfied workers. It is because employees concentrate more on their occupational goal have less motive to leave. The study of Wali and Rahman (2013) indicated turnover intention is correlated to their perception of the workplace and their satisfaction. The organisation environment can determine the turnover intention level by having significant impact on how they feel about their job, trigger them to leave.

Undeniably, frequent turnover is a problem for organisation. Cho and Lewis (2012) expressed job turnover intention served as the best prophecy of actual turnover. In fact, actual turnover is hard to measure due to low response rate on survey. Plus, it is not spontaneous but rather a gradual process of disengagement. Therefore, the researchers suggested to utilise the job turnover intention concept in explaining actual job turnover is deemed appropriate. Furthermore, the management also can grab this opportunity to predict the individual's behaviour and perception for reducing the turnover rate.

However, job turnover intention is determined by numerous factors. The major factors are pay and reward, co-worker support, job stress and training and development will be further discussed in next section of this research.

### **2.1.2 Independent Variable: Pay and Reward**

Pay and reward are an income received in the form of cash and goods by the employees as a return of services provided. Reward can be either direct payment, indirect payment, or not monetary term. According to Boundless Business (n.d.), pay usually included compensation, bonuses, benefits and expenses, and shares or call options on company stock. Pay and reward had a role to attract and retain employees at work has been recognized. Employees will expect their company to contribute certain level of contribution and pay. The companies are recommended to retain talented employees and decrease the turnover intention by provide an even-handed pay (Tessema, Ready & Embaye, 2013).

The study of Carre and Appelbaum (2010) show that the major employer of the low pay workers is retail industry. This indicate that retail industry is a low pay sector compare with others sector.

According to Shen, Gentry, and Tosi (2010), pay able to reduce the intention of turnover and show a negative impact on turnover and dismissal. This can support by the study of Irshad (2011) which indicates that pay and reward are a major factor for the employee retention. By refer to Yaseen (2013), job satisfaction can be increase and turnover intention can be decrease through improve the rewards and compensations. The result supported by study of Mendis (2017), it found that the better rewards for both financial and non-financial able to decrease employee turnover intention in Sri Lanka.

According to the study of the Iskandarian (2018), 69% of employees in Malaysia concern on the high salary and benefits. The study also displays that high salary and benefits ranked as first must-have criteria from their employer. High salary and benefits also as first ranked reason why employee stay with the company.

According to the statistic, 38% of respondents indicate that pay is a most critical factor that affect the employee happiness. Almost half of the respondents says that employee satisfaction will increase if 25% pay increase while 33% of respondents indicate that employee will be happier if 10% increase in pay (Scott, 2018). According to Miller (2018), insufficient pay and benefits is the top ranked reason why good employees leave the company. The workers also indicate that poor reward is a main reason why they choose to quit their work. The employees who not satisfied with their compensation are more likely to look for the alternative and high pay job.

### **2.1.3 Independent Variable: Co-worker Support**

Arora and Kamalanabhan (2013) stated co-worker support as “the degree of one believe on their co-worker are enthusiastic to assist in work-related when executing his or her service-based duties”. On the other word, it illustrates the perception of one co-worker to another co-worker by assisting and encouraging when they needed, and exchanging knowledge (Bateman, 2009). Khan and Husain (2010) outlines social support is an “information leading the subject to believe that he being cared and loved, esteemed, as well as a member of a network of mutual obligations”.

Past empirical studies include the research of Arora et al. (2013) have illustrated that employees who gain more support from their co-worker are probably obtain more job resources to deal with stressful and innovative tasks. In the study of Sloan (2012), the psychological effects of working with others have been a crucial concern of service work academics. A significant correlation of co-worker emotional and instrumental support and turnover intention have been proved by Tews, Michel, and Ellingson (2013). Emotional support has critical predictor on short term turnover as it minimized the negative emotional of the employees. Whereas instrumental support has a positive correlation with turnover. Turnover existed as the

employees perceived that the help will make them felt incompetent to complete task.

Guchait, Pasamehmetoglu, and Dawson (2014) stated frontline employees play significant role on servicing and have intensive face to face interaction with people. Co-worker are employees always contact with or refer to day to day basis in retail industry. It is a pressure for the employees to work in the high-volume retail outlets. Not only that, in the long working hours, retail employees are required to work effective and efficient, stand, carrying heavy stocks and handling with disrespect customer instead they are still paying low (Ingram, n.d). Hence, mostly of the store will allocate employees into small teams to deal with long working hours.

Co-worker support has the capable to influences an employee's spending working time in a pleasant or an unpleasant workplace. Avci (2017) explained that co-worker is the factor of affecting the employees' working attitudes and environment. In order to motivate employees, the study of co-worker is important especially in retail employees. A poor relationship will create tragedy to employees in working life. In accordance with a recent study on "Global Work Connectivity", more than half of 2,000 employees and managers experienced the sense of isolation at work all or most of the time, and they desiring for more social interaction in the workplace (Staff, 2019).

#### **2.1.4 Independent Variable: Training and Development**

Training and development defined as a process for employees to acquire the skills, ability and knowledge that is associated to the job that is required by the company. Sinniah and Kamil (n.d) also defines training and development as activities that provide adequate information or ways to develop the human resources and enhance their work performance. In

general, training is activity that prepared and planned to improve the employees' knowledge in job-related areas and alter their behaviour to coherent with the organization's goal and objectives (Memon, Salleh & Baharom, 2016). Instead, development focused on the aspect of employee development and upcoming performance, rather than a direct job role ("Training and development definition," 2019). The skills that developed is more diversified because it included creative thinking, problem solving, and management which can be used in various conditions ("The important of training and development," n.d.).

It is important for the company to invest internal personnel by conducting beneficial training and development as the employees' productivity, safety, and personal growth brings directly or indirectly impact to company. A well and sufficient training and development able to retain the best personnel. Moreover, it also able to raise employees' commitment to the organization (Malek, Kline, & DiPietro, 2018) and enables employees achieve organization's objectives, understand the company's expectations and reduce uncertainty.

The result of Newman, Thanacoody, and Hui (2011), training is a measurement to increase employees' commitment and reduce turnover. It can be used to measure the employees' turnover and job searching intention as well as loyalty. According to Ellen Davis, research at National Retail Federation (NRF), cited in Oesch (2018), a retail store tends to have high-ranking on customer satisfaction, sales and employees' retention if a successful training conducted. Department that deal with retail are also required training as the skills will help to create more revenue for the business. Regardless of how competent overall departments of organization are, without an effective sales approach, the business will fail (Bolger, 2019).

Benjamin (2012) had carried out a study of human resources development on the voluntary turnover intention. 31% of voluntary turnover were described by training and development. The study mentioned this is a

strategic planning to retain employees. A finding of training and development on turnover intention in Klang Valley, Malaysia had been carried out by Kadiresan, Selamat, Selladurai, Ramendran, and Mohamed (2015). A great amount of turnover will be reduced when employees perceived that there are fairness and justice toward participation in training and development program.

### **2.1.5 Independent Variable: Job Stress**

Job stress in psychological principal conceptualize as a negative result from the interaction between person and job environment. Lazarus and Folkman (1984) define job stress as “the reaction between individual ability and job environment that seem threatening one well-being”. Employees who highly perceived stress on job would impact on lack of motivated, unhealthy, poor productivity, insecurity as well as absenteeism or turnover intention. Therefore, it is an important study that need to concern on high stress industries, normally industries that is required exposure to customer related industries such as retail industries (Sharma, 2013).

Singh and Dubey (2011) illustrate work overload, role ambiguity and role conflict were relevant to dimension on job stress. Work overload occur when employees job task is exceeding their ability to complete in limited datelines. Role ambiguity is the situation where individuals are uncertain about job requirement and expectation from their superior. While, role conflict occurs when individual incompatible over multiple position or the expectation position’s requirement is difference with the reality (Baron, 2010). From this view, uncertain requirement job and unachievable task will cause stress on employees (Velciu, Dragoiu & Mladen, 2010).

Job stress can lead to inferior health issue to employees. According to Islam, Mohajan, and Datta (2012) survey on Tension Analysis, it stated that greater

stress may risk employees at chronic illness or recurrent illness (physical or mental). For instance, recurrent illnesses that individuals experiencing stress may felt headache, anxiety, disturbed sleep, frustration and so forth. Whereas chronic illness is high blood pressure, affective disorders, alcohol dependence, and so on.

Sharma (2013) said that employees in retail service may potentially face poor management, longer working periods, safety issue, excessive workload and role conflict. According to the study investigate on 100 employees from the retail organizations in Jaipur, the research shown that 98% of workers in retail industries were felt stressed while 2% of workers felt not stressed.

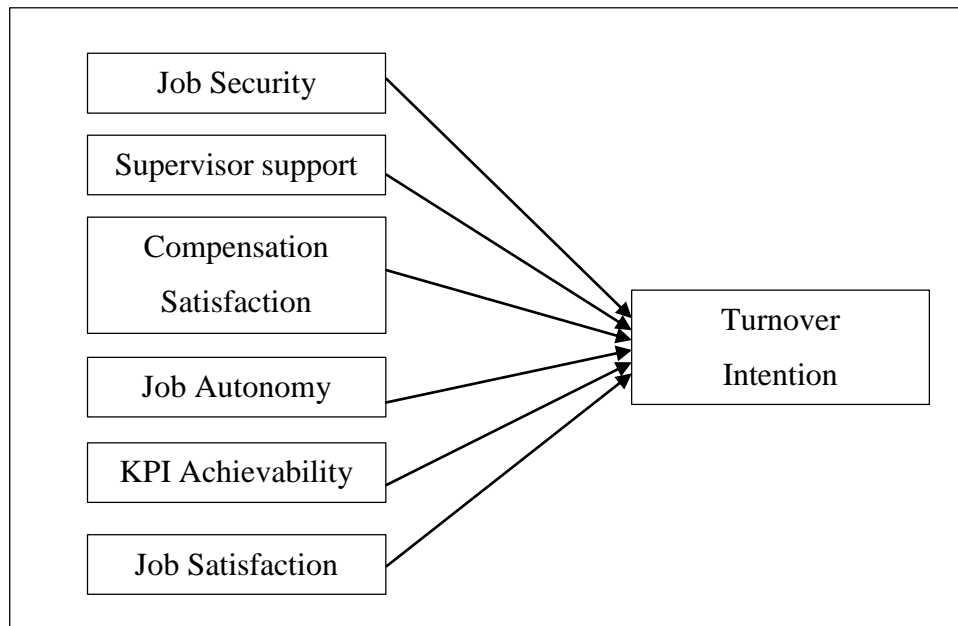
According to Malaysia's Healthiest Workplace via AIA Vitality (2017) had revealed that 97% of Malaysia's employees' vitality age were older than their actual age. Thus, Malaysia's employees' vitality age is higher than Singapore and Hong Kong were 95% and Australia were 86%. Besides, AIA Vitality (2018) survey shown that each organization average has 73.1 days of working hours were lost because of health issues and absenteeism, compare to 2017 had increase 6.1 days and it cause RM2.27 million lost on each organization. Finding shown half of Malaysia's employees which is 50.2% has at least a stress matter linked to job.



## 2.2 Review of Relevant Theoretical Models

### 2.2.1 Pay and Reward

Figure 2.1: Pay and Reward and Turnover Intention

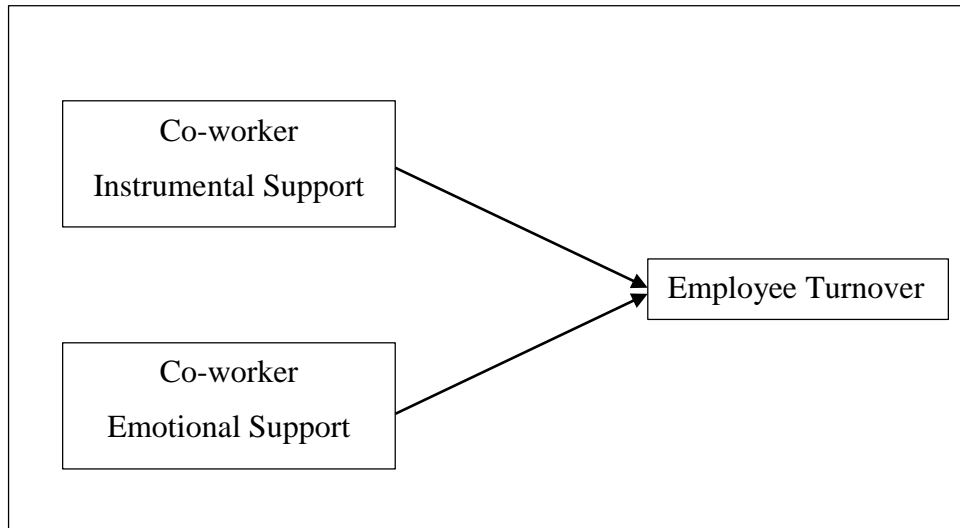


Source: Rathakrishnan, T., Imm, N. S., & Kok, T. K. (2016). Turnover intentions of lecturers in private universities in Malaysia.

Theoretical framework is set by referring the study done by Rathakrishnan, Imm and Kok (2016). The research indicated that increasing of intention to leave will associate with low compensation. When the employees perceive they are not being compensated fairly they will feel dissatisfied. Turnover intention will increase if lack of compensation satisfaction. When employees found that others who performing same task are earning more than them, they will consider leaving the organization. Turnover intention will be decrease when the company pay higher salary and benefits compare with others alternative in similar job scope.

### 2.2.2 Co-worker Support

Figure 2.2: Co-worker Support and Turnover Intention

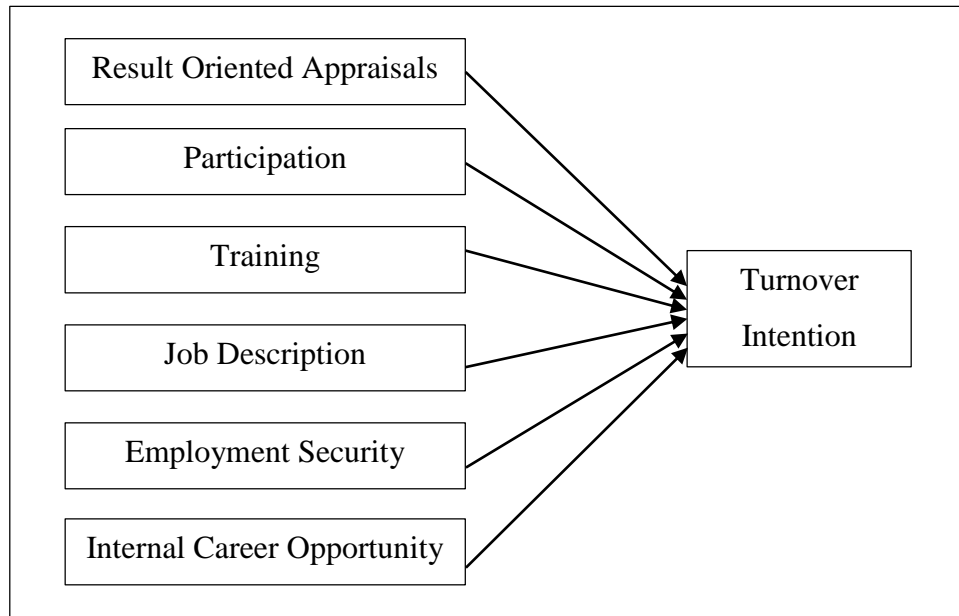


Source: Tews, M. J., Michel, J. W., & Ellingson, J. E. (2013). The Impact of Co-worker Support on Employee Turnover in the Hospitality Industry. *Group & Organization Management*, 38(5), 630–653.

Tews et al. (2013) studied that co-worker support either emotional support or instrumental support gives an important consequence toward turnover in a national restaurant chain. The research revealed the instrumental support has a positive correlation with short term turnover. Turnover existed as the employees perceived that the help will make them felt incompetent to complete task. Whereas, the emotional support of co-worker demonstrated a strong negative predictor in short term turnover. This support able to minimize the negative emotional of the employee and is a potential key when they are serving customer. The study suggested that friendship development is important for entry-level hospitality employees.

### 2.2.3 Training and Development

Figure 2.3: Training and Development and Turnover Intention

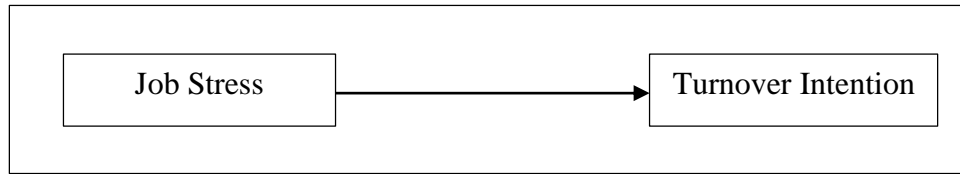


Source: Sinniah, S., & Kamil, N. M. The Influence of Human Resource Practices on Turnover Intention: The Case of a Telecommunication Company in Malaysia. *Malaysian*, 45.

According to the study of Sinniah et al. (2017), lack of training and development have implication on their labours' turnover intention. Every 1-unit rise in of lack of training, it will enhance the turnover intention by 0.310 units. The employees mentioned that with training and career development, it able to have higher retain of employees. Through the programs, they can be more familiar to the organisation objectives and they know what their duties and responsibilities is. A program that is well planned with up-to-date information about current market conditions, company's products and promotion, and other personnel knowledge enhancement, the employees' productivity are able to boost up. Employees that well trained and become more capable is a benefit for the employees to proceed their job in future.

## 2.2.4 Job Stress

Figure 2.4: Job Stress and Turnover Intention

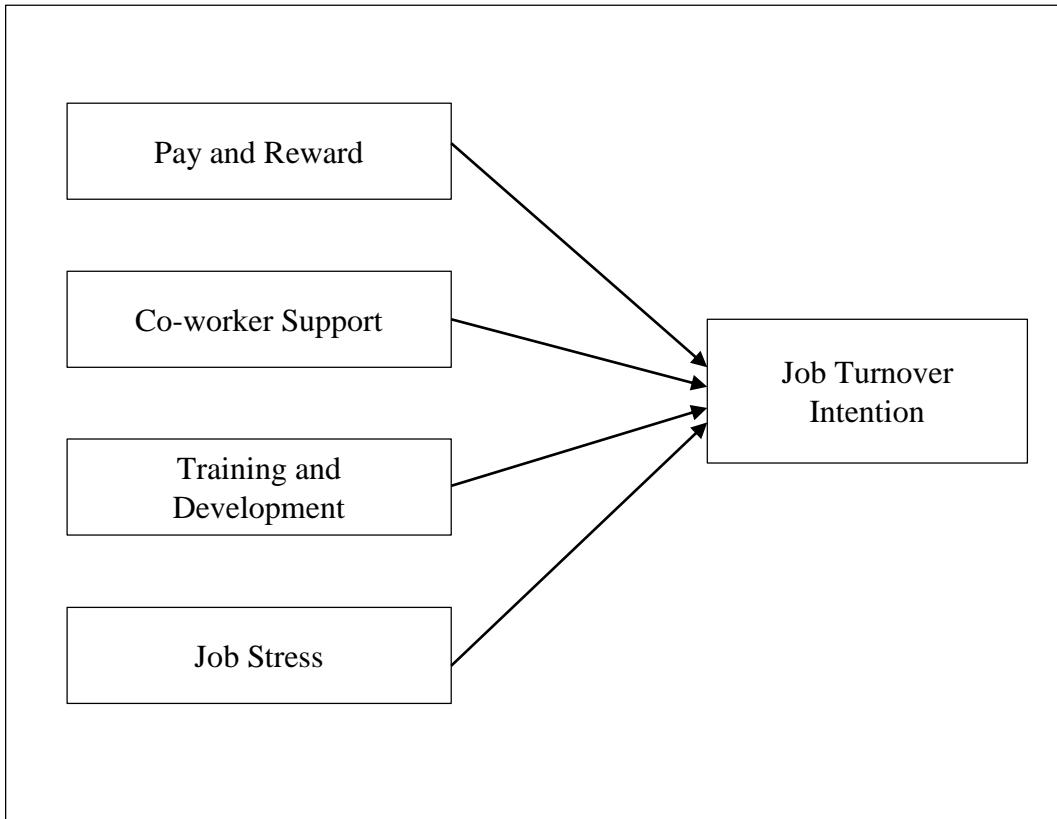


Source: Sewwandi, D. V. S., & Perera, G. D. N. (2016, October). The impact of job stress on turnover intention: A study of reputed apparel firm in Sri Lanka. *3rd International HRM Conference*.

According to the theoretical framework by Sewwandi and Perere (2016) found support for the job stress connected with turnover intention. The research finding demonstrates that was strong relationship between job stress and turnover intention. Thereby, a rise of job stress will impact the turnover's intention directly. Besides, role conflict, job demands and role ambiguity have the most significant impact to intention to move. The result also pointed that increase in every 1 unit of job stress, turnover intention will increase 0.270 units. The condition which employees will reduce their turnover intention by well-fit job requirements and receive reasonable reward or return according to their performance.

## 2.3 Proposed Theoretical Framework

Figure 2.5: Proposed Theoretical Framework



Source: Developed for the research

From the Figure 2.5 proposed theoretical framework, the independent variables are including pay and reward, co-worker support, training and development, and job stress. Job turnover intention is the dependent variable. The research study is carried out to identify the implications of independent variables toward the dependent variables.

## 2.4 Hypotheses Development

### 2.4.1 Pay and Reward and Job Turnover Intention

According to the study on retail company in Malaysia, salary satisfaction is significantly impact on the employee's turnover intention. Salary have a negative relationship with the turnover intention. The company employees will judge their salary by compare with others with similar job scopes or compare with others in same industry. Besides that, performance based incentive also an important issue what employees concern. The company are suggested to review on company salary scheme in order to reduce turnover (Salleh, Nair & Harun, 2012). According to the study on micro retail business in Africa, pay ranked as most important possible reason why employees leave the company. The study also indicate that high salary should be given in order to retain their employees. The pay give to employees should include the commission on sales in order to reduce the turnover. Furthermore, it suggests that reward like travel allowance should be provide to retain the employees (Warden, Han & Nzawou, 2018).

Thus, the following hypothesis was proposed:

- H<sub>0</sub>: Pay and reward have no impact on job turnover intention in Malaysia retail industry.
- H<sub>1</sub>: Pay and reward have impact on job turnover intention in Malaysia retail industry.

### **2.4.2 Co-worker Support and Job Turnover Intention**

In human services occupations, the job-related problems and customer-related social stress able to be reduced through the support from co-worker (Karatepe, 2011). With the sense of belongingness and received sufficient support, employees will have positive spirits to works and stay in the organization. Karatepe (2013) studied the relationship on work social support toward turnover intention of frontline employees. The result revealed that work social support is highly impact on turnover intention. The employees are less likely have intentions to leave the organization when there is a trusting and quality relationship built in the workplace. Moreover, the satisfaction of employees in their co-worker will negatively correlated with turnover intention. The satisfaction will increase when they are comfortable and have positive expectation of their co-workers (Jehanzeb, Hamid & Rasheed, 2015).

Thus, the following hypothesis was proposed:

- H<sub>0</sub>: Co-worker support have no impact on job turnover intention in Malaysia retail industry.
- H<sub>1</sub>: Co-worker support have impact on job turnover intention in Malaysia retail industry.

### **2.4.3 Training and Development and Job Turnover Intention**

Tooksoon (2011) found training are negatively correlated with turnover and job satisfaction. Training increased the job satisfaction that directly impact on turnover. 31% of voluntary turnover were described by training and development (Benjamin, 2012). The study mentioned this is a strategic planning to retain employees. The findings of Rahman and Nas (2013) have

shown that development is one of the predictors of turnover intention. This study strengthened that organizational interventions that will affect workforce behaviour should be concern by the managers. Besides that, employee's perception on development will affect their intention to leave. Managers should more concern on the career development of their workforce. These efforts will minimize the labour's turnover intention in the organisation.

Thus, the following hypothesis was proposed:

- H<sub>0</sub>: Training and development have no impact on job turnover intention in Malaysia retail industry.
- H<sub>1</sub>: Training and development have impact on job turnover intention in Malaysia retail industry.

#### **2.4.4 Job Stress and Job Turnover Intention**

Based on Blomme, Rheede, and Tromp (2010) research, majority of job stress from hospitality industry is work-family conflict. Work-family conflict was a lead by intention to turnover which had been reveal by the researcher. Based on the result, there are powerful connection within work-family conflicts and employee's turnover intention. The connection between job stress and job turnover intention are positively affected (Qureshi, Iftikhar, Abbas, Hassan, Khan & Zaman, 2012). When the job stress of employees increases, employees' turnover intentions will increase. It is critical to reduce the stressors that cause by job stress to retain their intellectual capital. According to Leo, Gonzalez-Ponce, Sanchez-Miguel, Ivarsson, and Garcia-Calvo (2015), role ambiguity is a dimension of job stress. Role ambiguity had significant related to turnover intention of salesperson. There is preferable connection between role ambiguity and



turnover intention on salesperson. Turnover intention increases while role ambiguity increase.

Hence, below hypothesis was proposed:

H<sub>0</sub>: Job stress have no impact on job turnover intention in Malaysia retail industry.

H<sub>1</sub>: Job stress have impact on job turnover intention in Malaysia retail industry.

## **2.5 Conclusion**

Through this chapter, precise review on literature and explanation on the independent variables and dependent variable based on previous study are provided. Researcher had determined the proposed conceptual framework and hypothesis in this chapter. This chapter provide an understanding and testing for hypothesis to the researcher to progress to the following chapter.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.0 Introduction**

Research methodology is to depict the instruments on data collecting and evaluation. The instruments involved designing the way of research, selecting data collection tools, making sampling design, research instrument, and set up the measurement. Moreover, researchers will prepare the framework to conduct the reliability of study.

### **3.1 Research Design**

A systematic investigation of the phenomena way to measure the quantitative data on research. It is applied for investigate the relation among the independent variables and each dependent variable as well as to test the hypothesis. Furthermore, by using causal research to know the relation between each variable's causes and effects. It allows them to explore about the impact of dependent variable is manipulated by various independent variables. Plus, causal research is primary depend on factor of comparison which extend to analysing and observing specifically, how the different variables are affected by the same circumstance.

## **3.2 Data Collection Methods**

Two types of data gathering method which is primary and secondary data are employed to assist on gaining the relevant and reliable data. The result will be applied on answering the hypotheses and to depict the question on research.

### **3.2.1 Primary Data**

Primary data defines as the information obtained from first-hand experience. Basically, it assists to conduct specific research purpose. There are two common methods under primary data are survey and observation. The respondents tend to provide more relevant data to the topic while answering the survey. The observation based on the body language to judge the validity of the answer given by the respondent.

In this research, researchers will conduct the survey to collect the primary source by distributing the questionnaire to the target population in selected area. All question list under the questionnaire is acquired from numerous journal articles.

### **3.2.2 Secondary Data**

Technically, secondary data has been compiled and gathered by other. These existing data available via Web, written report and journal article. The researcher used to apply the result to their own investigation. Mostly, the existing data published at low cost even free of charge to access, hence it could save time to conduct the survey by their own. Since the result is obtained from other, the data could be outdated or not related specifically with the intended topic. Hence, the researcher has to alert the validity of the

secondary data or treated it as the reference to develop the framework in the study.

### **3.3 Sampling Design**

#### **3.3.1 Target Population**

The target population in our research study is employees of retail industry located in Malaysia. The reasons for choosing this target population as there is a second-high turnover intention rate of retail industry in Malaysia (Petrone, 2018).

#### **3.3.2 Sampling Frame and Sampling Location**

The sampling frame is known as the list of all the elements from which the samples are used to identify the target population. Sampling frame may refer to the source of collect that required some information for the studies purpose (S ärndal, Swensson & Wretman, 2003). According to our research, a total of 450 questionnaires are prepared and distributed to the retail industry employees who are working in Giant, Econsave, Aeon and Tesco and the list go on. The sampling location is the retail industry located in Malaysia.

#### **3.3.3 Sampling Elements**

As the questionnaires are distributed, the elements of this survey are those who are working in retail industry Malaysia. Besides, questionnaires are distributed to different ranges of respondents based on their age, state, race,

gender, marital status as well as income level. As a result, this can help to generate different perspectives among the respondents in order to attain reliable and accurate results.

### **3.3.4 Sampling Technique**

Non-probability sampling represents a group of sampling techniques that help us to select the sample from a population. Researchers found that convenience sampling method can provide the data in the quickest and most convenient way. Based on this method, employees who currently work in retail industries which are located in Malaysia will have a chance to participate in this survey equally.

### **3.3.5 Sampling Size**

Sample size measures the number of clarifications used of a given population. The sample of 384 are taken into study and represent the population of the retail industry employees in Malaysia. Researchers had decided to distribute 450 sets of questionnaires in case of any failure on collect back all the questionnaire. Kotrlik and Higgins (2001) stated that as categorical data are used in our research. Hence, the formula of Cochran (1963) was used for estimating the minimum sample size for population that are large (Israel, 1992). Moreover, a pilot test has been conducted consisting of 30 respondents to test on the accuracy and significance of the study.

## **3.4 Research Instrument**

Researchers have adopted and modified the existing questions for the study's question and come out with self-administrated questionnaire. This is the faster ways to be able to get huge and reliability respondents' data during surveying. Moreover, this instrument can eliminate the time by direct answering the questionnaire without any longer period interviewing. By referring to the journals, the questions that adapted are ensure to be high validity.

### **3.4.1 Questionnaire Design**

There are 3 sections and total of 25 questions being involved in the questionnaires. Section A reflects respondents' demographic information. This section consists of 7 questions which concerning the respondents' age, state, race, gender, marital status, salary range and working experiences in the organization. In Section B, there are 20 questions to cover on the factors of job turnover intention. 5 questions are provided in each factor for the researchers to analyse respondents' job turnover intention. In Section C, there are 5 questions used to measure the dependent variable, job turnover intention. This section expressed the respondents to self-evaluate their intention to leave the current job.

### **3.4.2 Pilot Study**

Pilot study refers to small versions of a full-scale study. It also called feasibility tests, which specific pre-testing of a particular research instrument such as a questionnaire or interview schedule (Van Teijlingen & Hundley, 2001). Through pilot study, the effectiveness of the questionnaires can be tested in order to identify the accuracy and minimize the error in the later data collecting. Perneger, Courvoisier, Hudelson, and Gayet-Ageron

(2015) finalize that sample size of 30 are preferable for the pilot test in order to detect fairly prevalent problems. Browne (1995) also cites a general flat rule to use at least 30 sets or greater to estimate a parameter. Therefore, 30 set questionnaires have been distributed to targeted respondents who worked under retail industry on 27<sup>th</sup> March 2019.

### 3.5 Constructs Measurement

#### 3.5.1 Origins of Constructs

Table 3.1: Origins of Constructs

<b>Variables</b>	<b>Item</b>	<b>Sources employed or adopted</b>
<b>Independent Variables</b>	Pay and Reward	Heneman & Schwab (1985) and Singh (2018)
	Co-worker Support	Avci (2017)
	Training and Development	Newman, Thanacoody & Hui (2011)
	Job Stress	Abbas, Roger & Asadullah (2012), Schuler, Aldag & Brief (1977) and Qureshi, Jamil, Iftikhar, Arif, Lodhi, Naseem & Zaman (2012)
<b>Dependent variable</b>	Job Turnover Intention	Alnaqbi (2011), Newman, Thanacoody & Hui (2011) and Kim (2012)

Source: Developed for the research

Table 3.1 shows the existing questions which adopted from the existing authors. Each variable adapted five questions from the journals due to reduce the time for survey.

### 3.5.2 Scale of Measurement

The psychologist Stevens (1946) developed scales which consists of ratio, ordinal, interval and nominal. Nominal, interval and ordinal scales was applied in this research. For demographic questions in section A were using ordinal and nominal measurement of scales while, both B and C section were using interval scale on measurement.

#### 3.5.2.1 Nominal Scale

Measurement scale that used on categorized variables and to examine the object's value known as nominal scale. Besides, it is applied to measure non-numeric variables (Stevens, 1946). In this research, it was used to measure the section A of demographic questions such as race, gender and marital status. Following has shown the question example by using nominal scale:

Gender:

Male

Female



### 3.5.2.2 Ordinal Scale

To arranging scale accordingly by ranking but have no meaning within the distance of each ranking known as ordinal scale (Stevens, 1946). It used to measure Section A of demographic question such as age group, salary range and years of working in retail industry. Following has shown the question example by using ordinal scale:

What is your salary's range?

- |  |   |
|--|---|
| <input type="checkbox"/> RM1, 100 – RM1, 500 | <input type="checkbox"/> RM2, 501 – RM 3, 000 |
| <input type="checkbox"/> RM1, 501 – RM2, 000 | <input type="checkbox"/> RM3, 001 – RM3, 500  |
| <input type="checkbox"/> RM2, 001 – RM2, 500 | <input type="checkbox"/> RM3, 501 and above   |

**3.5.2.3 Interval Scale**

Interval scale include the characteristic of nominal and ordinal scale. The difference is it tell the value between distances of quantities. It not specifies true zero point and unique origin (Stevens, 1946). In this research, Likert scale rating is applied on interval scale to identify the respondent’s feeling. Normally, Likert scale question will involve 1 to 5 representative values. Following has shown the question example by using Five Likert scale question:

Table 3.2: Example of Interval Scale Question

	<b>Dimensions</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Pay and Reward</b>						
1.	My current salary meets my expectation.	1	2	3	4	5

Source: Heneman III, H. G., & Schwab, D. P. (1985). Pay satisfaction: Its multidimensional nature and measurement. *International Journal of Psychology*, 20(1), 129-141.

## **3.6 Data Processing**

This section enables researchers to transfer the collected raw data from questionnaires to useful information. There are four process which are checking, editing, coding and transcribing (Kveder & Galico, 2008).

### **3.6.1 Data Checking**

Data checking is to ensure all the questionnaire answers are filled completed, correctly and consistently. Any detecting problems on the questionnaire has to make correction and ensure will get reliable and accurate result. After remove all the problems, distribute the questionnaires and data collected were used on reliable test (Kveder & Galico, 2008).

### **3.6.2 Data Editing**

Data editing consists adjustment on missing data and inconsistent data on the respondent answer (Sekaran & Bougie, 2009). Any empty answers or inconsistent answers are allowed estimate a coherent answer based on the behaviour of the respondent's respond in the others questions (Zikmund, Babin, Carr & Griffin, 2009).

### **3.6.3 Data Coding**

Data coding is assigned code to particular answer that response on the questionnaires. Next, insert numeric code to computer system's database for easily analyse by computer and reduce the chance of making mistakes (Sekaran & Bougie, 2010). For example, section A under 'Gender' question, by coding 'male' as '1', 'female' as '2' and 'missing data' as '99'.

### **3.6.4 Data Transcribing**

Data transcribing is the last step in data processing. It refers to the process by insert all the coded data into computer and then transferring to Statistical Analysis System (SAS) for further data analysis purpose (Sekaran & Bougie, 2010).

## **3.7 Data Analysis**

To analyse raw data to useful information by using data analysis system known as data analysis. For this research was applied the well-known SAS software. The purpose to utilise SAS is for testing the reliability function. Pilot test, Pearson and Multiple Regression were the parts that needed for doing data analysis.

### **3.7.1 Descriptive Analysis**

Descriptive analysis converts the data into statistical information which is useful for empirical study (Zikmund, Babin, Carr & Griffin 2010). The descriptive analysis can be transformed to bar chart or pie chart to describe the demographic characteristics of population. In this research, descriptive analysis applied for Section A which consist personal background include age group, race, gender, marital status, salary range, and working period in retail industry.

### 3.7.2 Scale Measurement

#### 3.7.2.1 Reliability Test

It is crucial to make sure the developed questions are zero defect before assign to conducting survey. Therefore, testing the reliability of questions in order to get a consistency result. In this field, Cronbach's Alpha model was utilised for examine the degree of reliability. The standard on reliability level of measurement has shown in the table below:

Table 3.3: Coefficient Alpha

<b>Level of reliability</b>	<b>Ranges of coefficient alpha, <math>\alpha</math></b>
Poor reliability	Less than 0.60
Fair reliability	0.60 to 0.70
Good reliability	0.70 to 0.80
Very good reliability	0.80 to 0.95

Source: Sekaran & Bougie (2010). Research methods for business: A skill building approach (5th Ed.). Chichester, West Sussex: John Wiley & Sons, Inc.

**Table 3.4: Reliability Test Result for Pilot Study**

<b>No.</b>	<b>Constructs</b>	<b>Cronbach's Alpha</b>	<b>Items</b>	<b>Number of respondents</b>
1	Pay and Reward	0.928	5	30
2	Co- worker Support	0.822	5	30
3	Training and Development	0.850	5	30
4	Job Stress	0.868	5	30
5	Job Turnover Intention	0.810	5	30

Source: Developed for the research

For the 30 sets of pilot test for examine the degree of reliability of the questions developed. The result shows 0.80 and 0.95 of Alpha values which means a relatively very well reliability degree between both dependent and independent variables. Above 0.80 of Alpha value are showing a high internal consistency.

### 3.7.3 Inferential Analyses

To analysis the relation on both dependent and independent variables known as inferential analysis. In this field, Pearson Correlation Coefficient and Multiple Regression Analysis are adapted to analyze the both variables of their degree of relation.

#### 3.7.3.1 Pearson Correlation Coefficient

Both dependent and independent variables' strength as well as the associate direction are investigated.

For the positive result on correlation coefficient indicates that both variables are interrelated, one increase will affect another one also increase. While, negative result indicates that both variables are not related, one increase will affect another one decrease. The strength of association among different coefficient range will as the table below:

Table 3.5: Pearson Correlation Coefficient

<b>Coefficient range</b>	<b>Strength of association</b>
$\pm 0.91$ to $\pm 1.00$	Very strong
$\pm 0.71$ to $\pm 0.90$	High
$\pm 0.41$ to $\pm 0.70$	Moderate
$\pm 0.21$ to $\pm 0.40$	Small but definite relationship
$\pm 0.01$ to $\pm 0.20$	Slight, almost negligible

Source: Jnr, Money, Samouel & Page (2007). *Research Methods for Business*, UK Edition.

### 3.7.3.2 Multiple Regression Analysis

This analysis is adapted to analyze the degree of associate among various independent variables toward dependent variable (Zikmund et al, 2010). To investigate it by using a mathematical formula is listed below:

$$\hat{y} = b_0 + b_1x_1 + b_2x_2 + \dots + b_kx_k + \varepsilon$$

## 3.8 Conclusion

This chapter is for depict the research methodology field. In this field have illustrates the ways of research design, data collection instruments, sampling design, measurement scales, construct measurement steps and the instruments for analysis. The selected research areas were the retailers in Malaysia.

There are 384 sets of questionnaires were used to distribute by convenient sampling technique. Total of 25 questions are adopted from various journals studies. The flow on processing the data involved checking the data and modified it, after that transfer to analysis system known as SAS.

The next chapter will have applied the data which analyse in descriptive analysis which involves the frequency of distributed and inferential analysis on each variables relations.



## **CHAPTER 4: DATA ANALYSIS**

### **4.0 Introduction**

The outcomes collected is going to presented in this chapter by applying into SAS Enterprise Guide 7.1. The background of respondents has been generated in descriptive analysis. For the 384 set of collected responses on variables will be described in the analysis of inferential, reliability and multiple regression.

### **4.1 Descriptive Analysis**

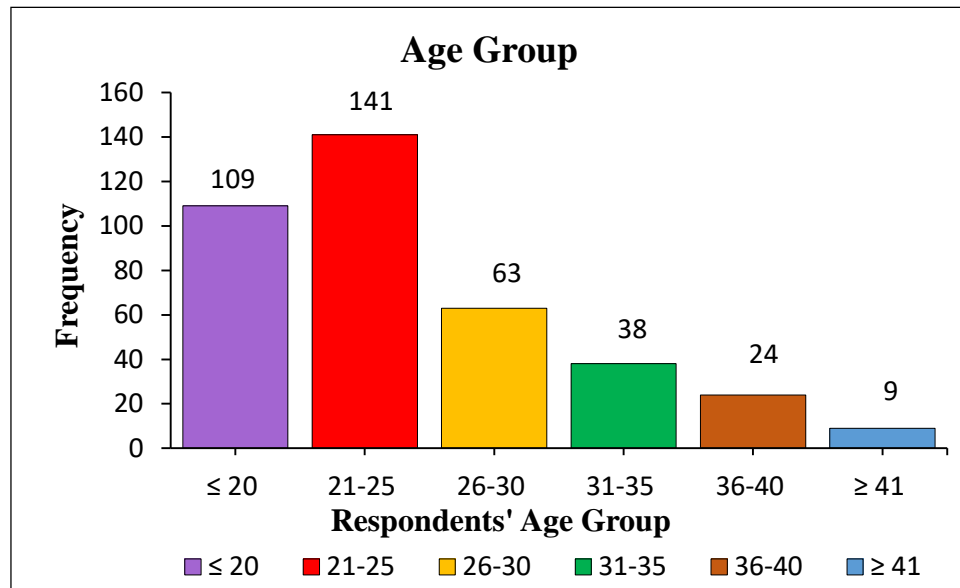
#### **4.1.1 Respondents' Demographic Profile**

Table 4.1: Statistics of Respondents' Age Group

<b>Age Group</b>	<b>Number of responses</b>	<b>Percentage (%)</b>
≤ 20	109	28.39
21-25	141	36.72
26-30	63	16.41
31-35	38	9.90
36-40	24	6.25
≥ 41	9	2.34
<b>Total</b>	<b>384</b>	<b>100</b>

Source: Developed for the research

Figure 4.1: Statistics of Respondents' Age Group



Source: Developed for the research

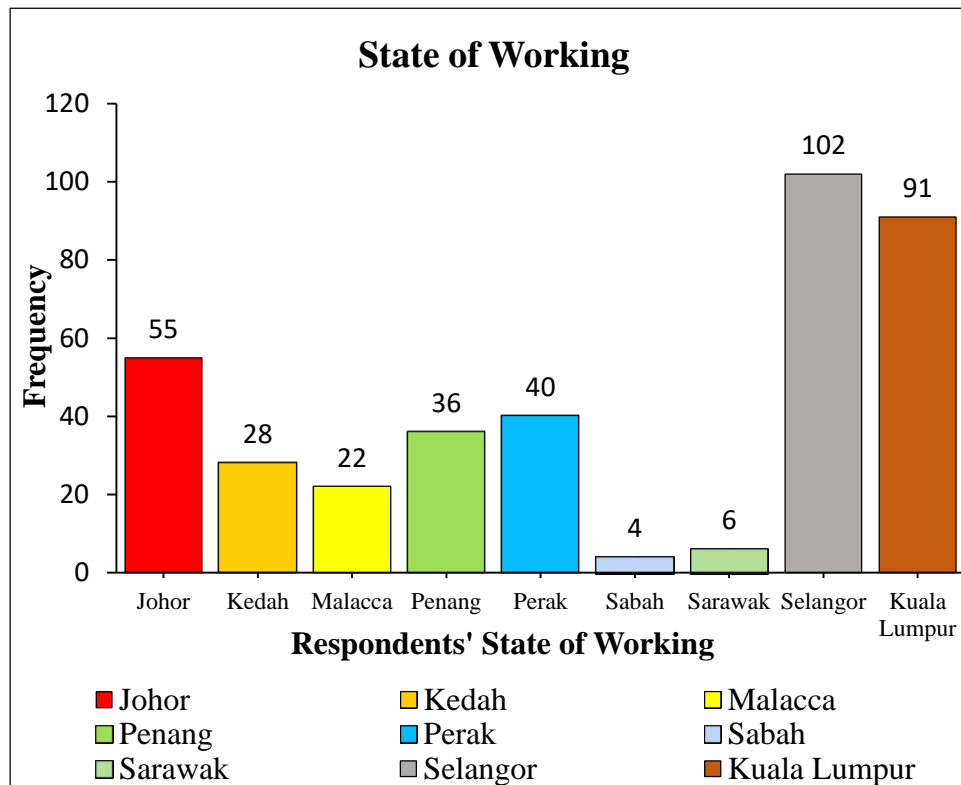
Table 4.1 and Figure 4.1 have shown the age group of respondents. Age of 21-25 years old occupied majority of the respondents which covered 141 (36.72%) respondents. While followed by under 20 years old consist of 109 (28.39%) respondents. Subsequent, 63 (16.41%) respondents are under 26 to 30 years old and, 38 (9.90%) respondents are between 31-35 years old. 36-40 years old holding 24 (6.25%) respondents. The least are above 41 years old representing 9 (2.34%) respondents.

**Table 4.2: Statistics of Respondents' State of Working**

<b>State of working</b>	<b>Number of responses</b>	<b>Percentage (%)</b>
Johor	55	14.32
Kedah	28	7.29
Malacca	22	5.72
Penang	36	9.37
Perak	40	10.41
Sabah	4	1.04
Sarawak	6	1.56
Selangor	102	26.56
Kuala Lumpur	91	23.70
<b>Total</b>	<b>384</b>	<b>100</b>

Source: Developed for the research

Figure 4.2: Statistics of Respondents' State of Working



Source: Developed for the research

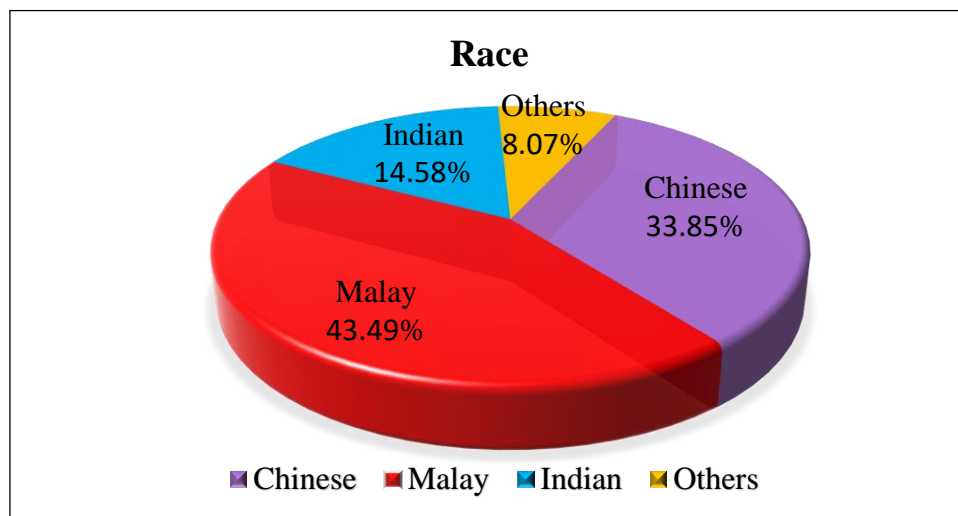
Our target respondents' state of working has revealed in the Table 4.2 and Figure 4.2. Majorities of them are working in Selangor that consists of 102 (26.56%) respondents. Followed by Kuala Lumpur is 91 (23.70%) respondents. Johor, Perak and Penang's respondents representing 55 (14.32%), 40 (10.41%) and 36 (9.37%) respectively. Kedah and Malacca's respondents are shown 28 (7.29%) and 22 (5.72%) respectively. Sarawak with 6 (1.56%) respondents. The least is Sabah with merely 4 (1.04%) respondents.

**Table 4.3: Statistics of Respondents' Race**

<b>Race</b>	<b>Number of responses</b>	<b>Percentage (%)</b>
Chinese	130	33.85
Malay	167	43.49
Indian	56	14.58
Others	31	8.07
<b>Total</b>	<b>384</b>	<b>100</b>

Source: Developed for the research

**Figure 4.3: Statistics of Respondents' Race**



Source: Developed for the research

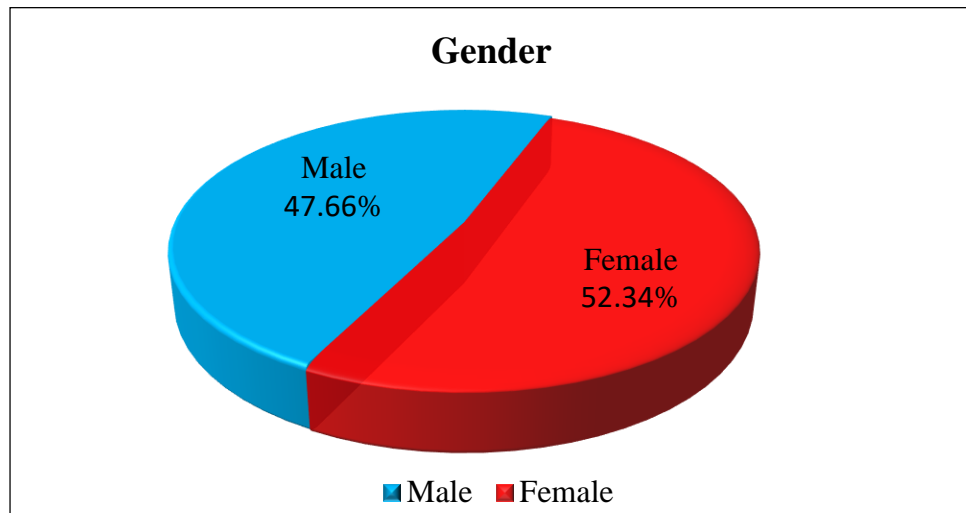
Table 4.3 and Figure 4.3 shows respondents' race. Mostly respondents are Malay occupied 167 (43.49%), followed by Chinese with 130 (33.85%). There are 56 (14.58%) Indian's respondents and 31 (8.07%) respondents are other races.

**Table 4.4: Statistics of Respondents' Gender**

<b>Gender</b>	<b>Number of responses</b>	<b>Percentage (%)</b>
Male	183	47.66
Female	201	52.34
<b>Total</b>	<b>384</b>	<b>100</b>

Source: Developed for the research

**Figure 4.4: Statistics of Respondents' Gender**



Source: Developed for the research

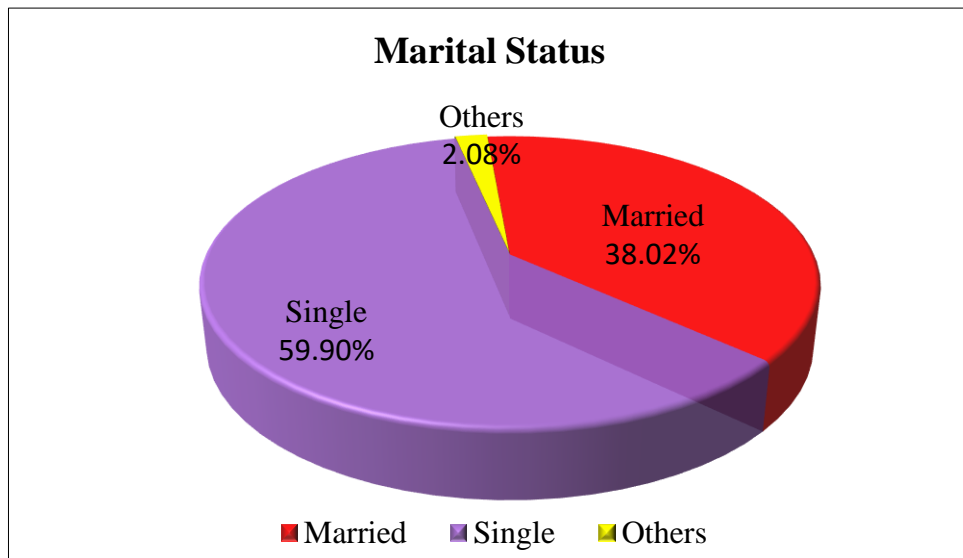
Table 4.4 and Figure 4.4 indicate the rate of respondents' gender. Female presenting 201 (52.34%) respondents and male are 183 (47.66%) respondents.

**Table 4.5: Statistics of Respondents' Marital Status**

<b>Marital Status</b>	<b>Number of responses</b>	<b>Percentage (%)</b>
Married	146	38.02
Single	230	59.90
Others	8	2.08
<b>Total</b>	<b>384</b>	<b>100</b>

Source: Developed for the research

**Figure 4.5: Statistics of Respondents' Marital Status**



Source: Developed for the research

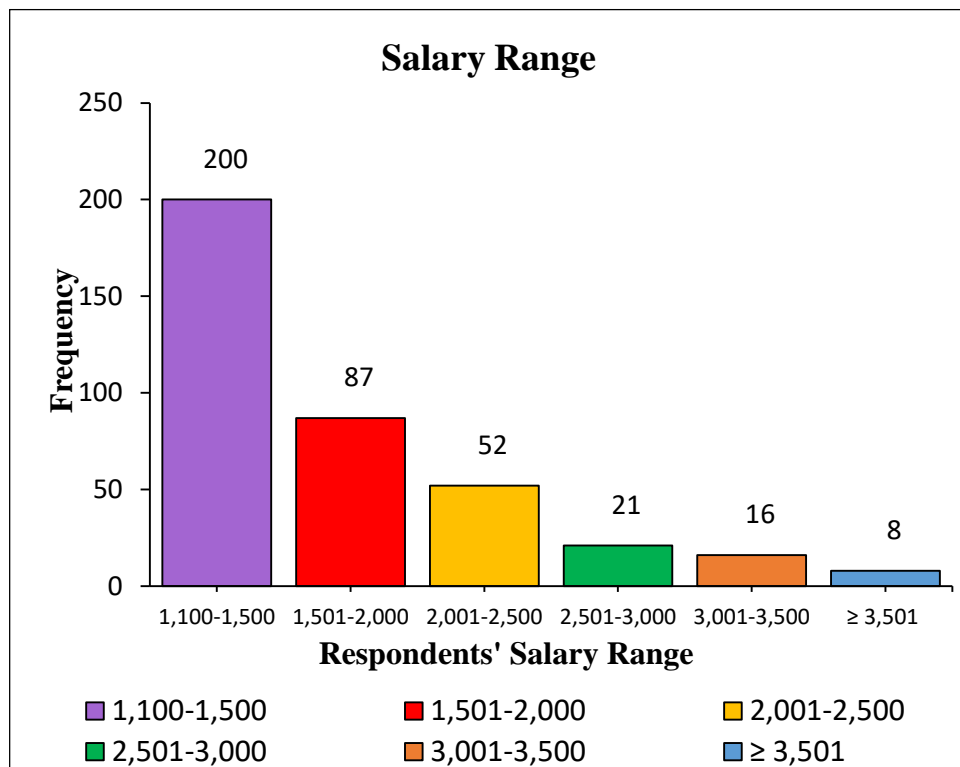
Table 4.5 and Figure 4.5 have explained the marital status of total respondents. This statistic denotes that majority's respondent is single status which involved 230 (59.90%) respondents. There are 146 (38.02%) respondents are in married status, and 8 (2.08%) respondents are choosing others.

**Table 4.6: Statistics of Respondents' Salary Range**

Salary Range	Number of responses	Percentage (%)
RM1,100-RM1,500	200	52.08
RM1,501-RM2,000	87	22.66
RM2,001-RM2,500	52	13.54
RM2501-RM3,000	21	5.47
RM3,001-RM3,500	16	4.17
≥ RM3,501	8	2.08
<b>Total</b>	<b>384</b>	<b>100</b>

Source: Developed for the research

**Figure 4.6: Statistics of Respondents' Salary Range**



Source: Developed for the research



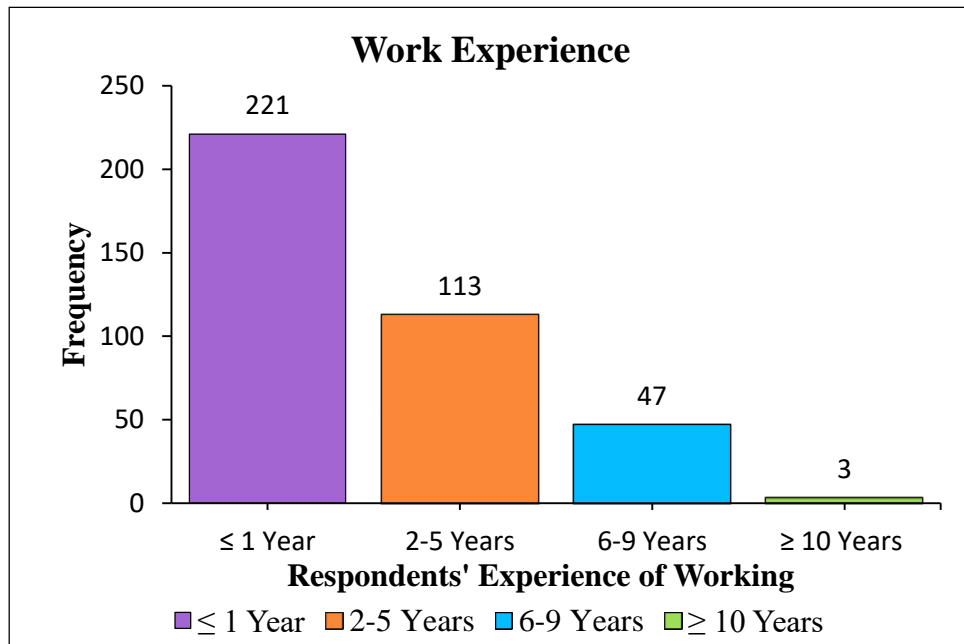
Table 4.6 and Figure 4.6 illustrate the respondents' range of salary. Range RM 1100 to RM 1500 occupied the majority with holding 200 (52.08%). Besides, 8 (2.08%) respondents holding the lowers portion range around RM3501 or highest. Respondents who earn between RM1501 to RM2000 consists of 87 (22.66%), while 52 (13.54%) respondents are between RM2001 to 2500. 21 (5.47%) respondents are earning RM2501 to RM 3000, and 16 (4.17%) respondents earn above RM3001 to RM3500.

Table 4.7: Statistics of Respondents' Work Experience

<b>Experience of working</b>	<b>Number of responses</b>	<b>Percentage (%)</b>
≤ 1 Year	221	57.55
2-5 Years	113	29.43
6-9 Years	47	12.24
≥ 10 Years	3	0.78
<b>Total</b>	<b>384</b>	<b>100</b>

Source: Developed for the research

Figure 4.7: Statistics of Respondents' Experience of Working



Source: Developed for the research

Table 4.7 and Figure 4.7 revealed respondents' experience of working in retail industries. Below or 1 year holds more than half with 221 (57.55%) of respondent's retail working experiences. Following with 2 to 5 work experience which occupied 113 (29.43%) respondents. 47 (12.24%) of them have experience of working of 6 to 9 years. Merely 3 (0.78%) respondents are having retail experiences above 10 years.

## 4.1.2 Central Tendencies Measurement of Constructs

### 4.1.2.1 Pay and Reward

Table 4.8: Statistics of Pay and Reward

Statements	N	Mean	Standard Deviation	Ranking (Mean)
My current salary meets my expectation.	384	3.2448	1.4569	2
The company's pay policies are consistency.	384	3.4115	1.4114	1
I am satisfied with how my raises are determined.	384	3.1120	1.5801	5
I was rewarded fairly enough compare with others.	384	3.1875	1.7181	3
The reward provided by company is competitive in labour market.	384	3.1328	1.6079	4

Source: Developed for the research

Table 4.8 illustrate the number of responses, mean and standard deviation on every statement in pay and reward. Based on the table, the statement "The company's pay policies are consistency" ranked the highest mean of 3.4115. The statement has 31.25% agree instead only 13.28% strongly disagree.

The lowest mean ranking statement is “I am satisfied with how my raises are determined” with mean of 3.1120. There is 30.21% agree while 19.01% disagree the statement.

Furthermore, statement “My current salary meets my expectation” has the second highest mean of 3.2448. Follow by statement “I was rewarded fairly enough compare with others” and “the reward provided by company is competitive in labour market” with mean of 3.1875 and 3.1328 respectively.

#### 4.1.2.2 Co-worker Support

Table 4.9: Statistics of Co-worker Support

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Ranking (Mean)</b>
I gain adequate assistance and support from my co-workers.	384	3.4531	1.6054	1
I am happy and comfortable to work with co-workers.	384	3.3412	1.5552	3
When I need help, my co-workers are willing to back up.	384	3.1693	1.5616	5
I am accepted by my work group and co-workers.	384	3.2057	1.5970	4
When I have a bad day, my co-workers are able to understand.	384	3.3932	1.5206	2

Source: Develop for the research

Table 4.9 shows the number of responses, mean and standard deviation for every statement in co-worker support. Statement of “I gain adequate assistance and support from my co-workers” contributed great number of mean of 3.4531 among others statement. 41.15% of them strongly agree and a small amount of 8.59% disagree the statement.

The statement “When I need help, my co-workers are willing to back up” has lowest ranking on mean of 3.1693. There is 30.99% strongly agree while 17.19% disagree the statement.

The others statement “When I have a bad day, my co-workers are able to understand” recorded the second main mean with 3.3932. Following with statement “I am happy and comfortable to work with co-workers” and “I am accepted by my work group and co-workers” with mean of 3.3412 and 3.2057 respectively.

### 4.1.2.3 Training and Development

Table 4.10: Statistics of Training and Development

Statements	N	Mean	Standard Deviation	Ranking (Mean)
Training on job specific-skills and knowledge are provided when I am new.	384	3.1719	1.6293	1
In-house job-specific training are provided.	384	2.9193	1.5520	5
The outcomes of training are benefit for my future career.	384	2.9922	1.6069	4
I am given chance to participate general training sessions and talks externally.	384	3.0990	1.6321	2
My organization are willing to assist in the development and training of employees.	384	3.0833	1.4644	3

Source: Developed for the research

Table 4.10 shown the number of responses, mean and standard deviation for each statement of training and development. Statement of “Training on job specific-skills and knowledge are provided when I am new.” has the highest mean of 3.1719. There are 31.25% strongly agree but only 8.59% disagree the statement.

The statement “In-house job-specific training are provided” has lowest ranking on mean of 2.9193. The statement consists of 29.43% strongly disagree and 14.58% disagree.

The second ranked mean is “I am given chance to participate general training sessions and talks externally” with mean of 3.0990. Following by “My organization are willing to assist in the development and training of employees.” and “The outcomes of training are benefit for my future career” with mean of 3.0833 and 2.9922 respectively.

#### 4.1.2.4 Job Stress

Table 4.11: Statistics of Job Stress

Statements	N	Mean	Standard Deviation	Ranking (Mean)
During job, I feel tense and get easily irritated.	384	3.1120	1.5142	1
I am high stressed most of the time because of the nature of my job.	384	3.0417	1.4447	3
<u>Role Ambiguity:</u> My responsibilities are unknown.	384	3.1094	1.6105	2
<u>Role Conflict:</u> I work with two or more groups who operate quite differently.	384	3.0208	1.6899	4
<u>Work Overload:</u> I have unachievable task over deadlines.	384	2.8073	1.6508	5

Source: Developed for the research

Table 4.11 shows the number of responses, mean and standard deviation for every statement in job stress. According to table, the statement “During job, I feel tense and get easily irritated” ranked the highest mean of 3.1120. There are 28.65% strongly agree and 13.54% disagree the statement.



The lowest mean ranking statement is “I have unachievable task over deadlines” with mean of 2.8073. There is 34.11%% strongly disagree and only 13.54% agree the statement.

Besides, statement “My responsibilities are unknown” has the second highest mean of 3.1094. Following with statement “I am high stressed most of the time because of the nature of my job” and “I handle task that engaged two or more groups that functioned differently” with mean of 3.0417 and 3.0208 respectively.

#### 4.1.2.5 Job Turnover Intention

Table 4.12: Statistics of Job Turnover Intention

Statements	N	Mean	Standard Deviation	Ranking (Mean)
I think a lot about leaving organization.	384	3.0521	1.4800	2
I am finding the alternative of the organization actively.	384	2.9609	1.5282	3
If other company offer same wage to me, I will leave the current job.	384	2.7604	1.5848	5
I plan to develop my future career in other company.	384	2.9245	1.6674	4
Perhaps in next year, I will look for a job.	384	3.2188	1.5630	1

Source: Developed for the research

Every statement's number of responses, mean and standard deviation in job turnover intention are shown in Table 4.12. Statement of "Perhaps in next year, I will look for new job" marked the greatest mean which is 3.2188 among others statement. There are 34.64% strongly agree and 11.20% agree the statement.

The statement "If other company offer same wage to me, I will leave the current job" has lowest ranking on mean of 2.7604. There is 34.64% strongly disagree and 14.06% disagree the statement.

The others statement "I think a lot about leaving organization" recorded second ranking with mean of 3.0521. Follow by "I am finding alternative of the organization actively" and "I plan to develop my future career in other company" with mean of 2.9609 and 2.9245 respectively.

## 4.2 Scale Measurement

### 4.2.1 Reliability Analysis

Table 4.13: Reliability Test Outcome for Full Study

No	Variables	Cronbach's Alpha	Items	Number of responses
1	Pay and Reward Satisfaction	0.909	5	384
2	Co-worker Support	0.869	5	384
3	Training and Development	0.862	5	384
4	Job Stress	0.792	5	384
5	Job Turnover Intention	0.923	5	384

Source: Developed for the research

The result of the reliability for full study has shown through Table 4.13. Job stress has the lower figure of Cronbach's alpha compared to the others which is 0.792. Yet, job stress is still indicating a favourable variability. To conclude, variables with Cronbach's alpha above 0.70, the questionnaires of the full study can be considered as well reliability.

## 4.3 Inferential Analyses

### 4.3.1 Pearson Correlation Coefficient Analysis

The variables' direction and strength is analysed in this section. By using the Table 4.14, the significant of the relationship will be shown among different variables.

Table 4.14: Pearson Correlation Coefficient

Range of coefficient	Strength among the variables
$\pm 0.91$ to $\pm 1.00$	Very strong
$\pm 0.71$ to $\pm 0.90$	High
$\pm 0.41$ to $\pm 0.70$	Moderate
$\pm 0.21$ to $\pm 0.40$	Small but definite relationship
$\pm 0.01$ to $\pm 0.20$	Slight, almost negligible

Source: Jnr, Money, Samouel & Page (2007). *Research Methods for Business*, UK Edition.

Table 4.15: The Result of Pearson Correlation Coefficient Analysis

	<b>PR</b>	<b>CS</b>	<b>TD</b>	<b>JS</b>	<b>JTI</b>
<b>PR</b>	1				
<b>CS</b>	0.800*	1			
<b>TD</b>	0.758*	0.715*	1		
<b>JS</b>	-0.727*	-0.710*	-0.679*	1	
<b>JTI</b>	-0.864*	-0.778*	-0.759*	0.816*	1

Note: PR = Pay and Reward, CS = Co-worker Support, TD = Training and Development, JS = Job Stress, JTI = Job Turnover Intention

\*p less than 0.05

Source: Developed for the research

#### 4.3.1.1 Pay and Reward and Job Turnover Intention

H<sub>1</sub>: Pay and reward have impact on job turnover intention in Malaysia retail industry.

Based on Table 4.15, the correlation of pay and reward and job turnover intention in Malaysia retail industry is negatively correlated. The correlation coefficient shows -0.864, thus when high pay and reward, job turnover intention will be low. The strength of this relationship is high as correlation coefficient value of -0.864 falls within  $\pm 0.71$  to  $\pm 0.90$ . As p-value 0.000 below 0.05 of alpha value, this relationship is important to the study. To conclude, accept alternative hypothesis and reject null hypothesis.

#### **4.3.1.2 Co-worker Support and Job Turnover Intention**

H<sub>2</sub>: Co-worker support has impact on job turnover intention in Malaysia retail industry.

From Table 4.15, the relationship among co-worker support and job turnover intention in Malaysia retail industry is negatively correlated because correlation coefficient value shows -0.778. Therefore, when high co-worker support, job turnover intention will be low. The strength of this relationship is high as correlation coefficient value of -0.778 falls within  $\pm 0.71$  to  $\pm 0.90$ . As p-value 0.000 under 0.05 of alpha value, this relationship is important. In brief, alternative hypothesis is accepted and null hypothesis will be rejected.

#### **4.3.1.3 Training and Development and Job Turnover Intention**

H<sub>3</sub>: Training and development have impact on job turnover intention in Malaysia retail industry.

Table 4.15 also indicates the correlation of training and development and job turnover intention in Malaysia retail industry is negatively correlated. The correlation coefficient value of -0.759 illustrate when high training and development, there is low job turnover intention. The strength of this relationship is high as correlation coefficient value of -0.759 falls within  $\pm 0.71$  to  $\pm 0.90$ . As p-value 0.000 less than 0.05 of alpha value, thus, the correlation is important. In conclusion, accept alternative hypothesis and reject null hypothesis.

#### **4.3.1.4 Job Stress and Job Turnover Intention**

H<sub>4</sub>: Job stress has impact on job turnover intention in Malaysia retail industry.

Furthermore, Table 4.15 shows the connection among job stress and job turnover intention in Malaysia retail industry is positively correlated. The reason is correlation coefficient value with negative -0.816. Hence, when high job stress, there is a rise in job turnover intention. The strength of this relationship is high as correlation coefficient value of -0.816 falls in  $\pm 0.71$  to  $\pm 0.90$ . This correlation is important because its' p-value 0.000 less than 0.05 of alpha value. In conclusion, accept alternative hypothesis and reject null hypothesis.

### 4.3.2 Multiple Linear Regression Analysis

This section is used to understand numerous independent variables in relationship with a dependent variable.

H<sub>5</sub>: Pay and reward, co-worker support, training and development and job stress have significant impacts on job turnover intention in Malaysia retail industry.

Table 4.16: Result on Analysis of Multiple Linear Regression

<b>Variable</b>	<b>Beta</b>
Pay and Reward	-0.468*
Co-worker Support	-0.090*
Training and Development	-0.131*
Job Stress	0.400*
R Square = 0.830	

\*p less than 0.05

Source: Developed for the research

Table 4.16 have shown that the model is significant as the F-statistics of p-value 0.000 is below 0.05 of alpha value. The proposed model is sufficient to define for dependent variable in relation with independent variables. Besides, the p-value is lower than 0.05 of alpha value. Therefore, the independent variables including pay and reward, co-worker support, training and development, and job stress are important to clarifying the variance of the job turnover intention. The data of the model is able to support the alternative hypothesis.



Moreover, R square equal to 0.830 which mean 83% of dependent variable (job turnover intention) is able to describe by the independent variables (pay and reward, co-worker support, training and development, job stress). Yet, the remaining of 17% (100% - 83%) was incapable to interpret by this study. It indicates that there are other significant variables for were not being take into account in explaining job turnover intention.

By referring to the results in Table 4.16, researchers can figure out the below equation:

$$\begin{aligned} \text{Job Turnover Intention} = & \mathbf{3.980 - 0.468 \text{ (Pay and Reward)}} \\ & \mathbf{- 0.090 \text{ (Co-worker Support)}} \\ & \mathbf{- 0.131 \text{ (Training and Development)}} \\ & \mathbf{+ 0.400 \text{ (Job Stress)}} \end{aligned}$$

The results show three independent variables (pay and reward, co-worker support, training and development) have a negative relationship while job stress has positive implication toward dependent variable (job turnover intention). In each 1-unit of pay and reward escalated, it will minimize the job turnover intention of 0.468 units. Meanwhile, every 1-unit increase in co-worker support and training and development, job turnover intention will reduce 0.090 units and 0.131 units respectively. Instead, for job stress, every increase in 1-unit, it will add on 0.400 units of job turnover intention.

The independent variable with first ranked beta is the greatest influence to the dependent variable. The largest beta is occupied by pay and reward with the negative value of 0.468. Therefore, it recorded the strongest unique contribution on job turnover intention compare to the remaining independent variables.

## **4.4 Conclusion**

Firstly, respondents' demographic information was analysed and concluded into tables and figures. Researchers have presented the constructs measurement of total 25 statements that used to measure the variables. For reliability of questionnaires statements, researchers have run internal reliability test. By using Pearson correlation, researchers able to identify the relationship of variables' strength, direction and significance. In order to explain the relationship among the variables, researchers have run multiple regression analysis. Summarization and discussion of result will be presented in chapter five.

## **CHAPTER 5: DISCUSSION, CONCLUSION AND IMPLICATIONS**

### **5.0 Introduction**

In chapter five, summarization of analyses on descriptive, inferential and major findings are presented. Consequence of the research be going to included. Researchers will discuss limitations found in this research and recommends provided for upcoming research.

### **5.1 Summary of Statistical Analyses**

#### **5.1.1 Descriptive Analysis**

There are 384 respondents in this research. Based on the result from chapter 4, the majority respondents (36.72%) are within age of 21 to 25. 28.39% of respondents are aged 20 or below and 16.41% of respondents are aged within 26 to 30. For the respondents from age group 31 to 35, 36 to 40 and 41 or above occupied a small portion which is 9.90%, 6.25% and 2.34% respectively.

The majority of 26.56% of respondents are working in Selangor, closely followed by respondents working at Kuala Lumpur which consists 23.70%. In descending order, respondents consist 14.32% at Johor, 10.41% at Perak, 9.37% at Penang, 7.29% at Kedah, 5.72% at Malacca, 1.56% at Sarawak

and 1.04% at Sabah. On the other hand, Malay respondents consists 43.49% followed by Chinese respondents which consists 33.85%. Indian and others race consist 14.58% and 8.07% respectively.

The participation of female respondents is higher which consists 52.34% than male respondents with 47.66%. Greater part of the respondents (59.90%) with single status and 38.02% of respondents with married status. 2.08% of respondents are choosing others for their marital status.

More than half of the respondents (52.08%) receive salary between RM1,100 to RM1,500 per month. 22.66% of respondents received RM1,501 to RM2,000, 13.54% of respondents received RM2,001 to RM2,500 and 5.47% of respondents received RM2,501 to RM3,000. Respondents who received RM3,001 to RM3,500 consists 4.17% and respondents received RM3,501 and above consists 2.08%.

Nearly half of respondents (57.55%) with 1 year or below working experience while 29.43% of respondents with working experience between 2 to 5 years and 12.24% of respondents with working experience between 6 to 9 years. Respondents with 10 years and above working experience only occupied 0.78%.

## **5.1.2 Inferential Analyses**

### **5.1.2.1 Pearson Correlation Coefficient Analysis**

The variable that has the most significant value is pay and reward (PR) with -0.864 and followed by job stress (JS) with 0.816, co-worker support (CS) with -0.778 and training and development (TD) with -0.759. The result showed the value of all four independent variables fall within the range of

$\pm 0.71$  to  $\pm 0.90$  which indicated there are high association with job turnover intention (JTI). Pay and reward, co-worker support and training and development are negative correlated to job turnover intention while job stress are positive related to job turnover intention. Overall, all independent variables have a high strength of association with dependent variable.

### **5.1.2.2 Multiple Linear Regression Analysis**

The result showed that the value of R square is 0.830. This means 83% of the dependent variable (job turnover intention) is explained by the four independent variables. In opposite, 17% of the dependent variable is explained by others variables. The p-value is 0.000 which is less than alpha value 0.05. This means the relationship between pay and reward, co-worker support, training and development, job stress and job turnover intention are significant.

Following is the multiple regression equation generated based on the result:

$$\begin{aligned} \text{Job Turnover Intention} = & \mathbf{3.980 - 0.468 \text{ (Pay and Reward)}} \\ & \mathbf{- 0.090 \text{ (Co-worker Support)}} \\ & \mathbf{- 0.131 \text{ (Training and Development)}} \\ & \mathbf{+ 0.400 \text{ (Job Stress)}} \end{aligned}$$

According to above equation, pay and reward (0.468) showed the higher contribution to the job turnover intention and followed by job stress (0.400), training and development (0.131) and co-worker support (0.090). Overall, the first three independent variables are negatively correlated, while the job stress is positively related to job turnover intention.

## 5.2 Discussion of Major Finding

Table 5.1: Summary of the Result of Hypotheses Testing

No.	Hypothesis	Result
1	Pay and reward have impact on job turnover intention in Malaysia retail industry.	p=0.000 p<0.05 Accepted
2	Co-worker support has impact on job turnover intention in Malaysia retail industry.	p=0.000 p<0.05 Accepted
3	Training and development have impact on job turnover intention in Malaysia retail industry.	p=0.000 p<0.05 Accepted
4	Job stress has impact on job turnover intention in Malaysia retail industry.	p=0.000 p<0.05 Accepted
5	Pay and reward, co-worker support, training and development and job stress have significant impacts on job turnover intention in Malaysia retail industry.	p=0.000 p<0.05 Accepted

Source: Developed for the research

### **5.2.1 Pay and Reward**

H<sub>0</sub>: Pay and reward have no impact on job turnover intention in Malaysia retail industry.

H<sub>1</sub>: Pay and reward have impact on job turnover intention in Malaysia retail industry.

Pay and reward have impact on job turnover intention in Malaysia retail industry. The research's outcome indicates that when pay and reward is high, obviously job turnover intention will low as the correlation coefficient value of -0.864. According to past study, pay and reward is most influential to turnover intention compare to co-worker support, job stress, training and development. This can support by one of the South East Asian petroleum retailers reported that enhanced job satisfaction with additional salary (Hosie, Jayashree, Tchantchane & Lee, 2013). By refer to Yaseen (2013), rewards and compensation capable to decrease the turnover intention. It is due to the reason that reward will determine an employee will leave a company or not. Olawale and Olanrewaju (2016) indicates that monetary reward will effect turnover intention among the workers as reward can attract workers to sustain in the organization. Therefore, high reward affecting low turnover intention and p-value is 0.000 lower than 0.05 of alpha value determine strong evidence against null hypothesis.

### **5.2.2 Co-worker Support**

H<sub>0</sub>: Co-worker support has no impact on job turnover intention in Malaysia retail industry.

H<sub>1</sub>: Co-worker support has impact on job turnover intention in Malaysia retail industry.

Co-worker support has impact on job turnover intention in Malaysia retail industry. Analysis shows a correlation value of -0.778 prove that co-worker support will decrease the rate of job turnover intention. Ebrahim, Mustapa, Mustakim, Mokhtar, and Saudid (2019) found support that high sufficient co-worker support, it is less likely that to seek for job turnover intention. Besides that, one of the results express employees adoptive in good working environment and communication among supervisor and co-workers can work together effectively and comfortability by assisting when they are needed through co-worker encouragement and support (Chin, 2018). It can have showed that being cared and loved and it will influence the working environment by affect their working attitudes in the organization. Therefore, p-value 0.000 below 0.05 of alpha value is strong to support these statements.

### **5.2.3 Training and Development**

H<sub>0</sub>: Training and development have no impact on job turnover intention in Malaysia retail industry.

H<sub>1</sub>: Training and development have impact on job turnover intention in Malaysia retail industry.

Training and development have impact on job turnover intention in Malaysia retail industry. Coefficient correlation value of -0.759 justify that the more training the staff gain could lower the job turnover intention. An effective training program enhance new skill but boost their morale for retention. This is great way to reduce turnover, well-trained employees receive more chance of promotion as they learn and perform the new knowledge simultaneously. Kyndt, Dochy, Michielsen, and Moeyaert (2009) discovered that if provide a training to employees can reduce their potential to turnover and developing of sense of belonging for employees. Hence, the p-value is 0.000 under 0.05 of alpha value is strong evidence against null hypothesis.



### **5.2.4 Job Stress**

H<sub>0</sub>: Job stress has no impact on job turnover intention in Malaysia retail industry.

H<sub>1</sub>: Job stress has impact on job turnover intention in Malaysia retail industry.

Job stress has impact on job turnover intention in Malaysia retail industry. 0.816 of coefficient correlation value indicates the more the job stress has, the greater the job turnover intention. People who has high level of stress when job demand unfit with capability, complete overload task with limited resource and time frame. Moreover, employees' capability is challenged when they suffer work-related stress with job requirement and tension that are not coordinated with their knowledge, skill and competencies (Pandey, Singh & Pathak, 2019). Additionally, the health and emotion also affected by stress. Indeed, employees argue that working more than 8 hours included weekend and public holidays thereby no time spend with their family and friends. Less social contact and flexible time to enjoy the life increase the turnover intention.

Without an inadequate information about role create uncertainty on employees. Yet, it direct impact on performance, unable to meet the expectation of employer. On the other hand, inconsistent demand from employer cause the employee experience of role conflict. Shukla and Srivastava (2016) stated that social environment stress, employee's role or their physical environment will direct effect on turnover intention. In short, these statements supported to accept the alternative hypothesis as p-value is 0.000 is lower than 0.05 of alpha value.

## **5.3 Implications of the Study**

### **5.3.1 Theoretical Implication**

Employee turnover is the worldwide growing concern. They make the final decision after careful thoughts. The turnover intention gives the useful indication on perception and judgement of employees. There is positive relationship between turnover intention and actual turnover.

Herzberg's motivation hygiene theory reveals motivation (achievement) and hygiene (low pay, unpleasant working condition) factors to highlight the core causes of high turnover. The poor hygiene factors should be eliminated to cease the dissatisfaction of employees. According to Herzberg, today's motivators are tomorrow's hygiene because the latter stop influencing the behaviour of persons when they get them. From the motivation theory explained people desired more when satisfied. When current situation is giving lesser reward lead them demotivated yet might decrease the job performance. Mitchell (1982) expressed "Performance is a function of the interaction between an individual's motivation (pay and reward), ability (empowerment), and environment (co-worker support)". The less the function of these three factors, the lower the job performance. Since this research consists various independent variables to indicate the significant relationship between each independent variable and dependent variable. Therefore, dissatisfied employees would have high tendency to leave.

### **5.3.2 Practical Implication**

According to the data, there is negative relationship between pay and reward with turnover intention. In fact, analysis of the wage to productivity ratio

shows that Malaysian workers are still being paid less than workers in benchmark economies. Similar productivity with lower wage in Malaysia lead them to leave. Retail industry dependent on low-skilled workers however there is lack of bargaining power of the labour due to surplus of workers including foreign workers to refill the empty spot. Therefore, the qualified employees demotivated with low pay and tend to quit the job. Next, this study also proved there are significant relationships on various variables (co-worker support, training and development and job stress) with the dependent variable. There could be an indication of co-worker support or training and development could reduce the job stress and motive to leave. Clearly, the co-worker support creates the favour environment in the workplace, new skill could improve their job performance hence able to cope with job stress within their abilities.

## **5.4 Limitations of the Study**

Researchers found that various limitations will affect the results of the reliability and accuracy especially generalizing the hypothesis. If researchers or others organization planned for apply the result of the study should be make concessions.

### **5.4.1 Sampling Location**

The range of survey was restricted as the research was conducted by five researchers. The questionnaires were only distributed to Kuala Lumpur and a few states in Malaysia namely, Kedah, Malacca, Selangor, Pulau Pinang, Johor, Perak, Sabah and Sarawak. The reason is data received will not be adequate as the limitation of survey size.

### **5.4.2 Sampling Technique**

Researchers applied non-probability sampling in this research study. In chapter three researchers are using convenience sampling method as can provide the data in the quickest and most convenient way. Researchers found that are some limitation factor to attain the reliability data analysis from the retail industry which located in other state like Sabah and Sarawak.

### **5.4.3 Target Sample**

There was some limitation have been recognised when the research study is processing. Overall employees work in retail industry are aim for researchers to complete the research study. However, the sample size only 384 respondents which is facing difficulties to get a good accurate result.

### **5.4.4 Number of Young and Old Samples**

Another limitation is the part of young and old employees in the sample as stated in the Chapter 4. The difference between the numbers of young and old employees have been studied is quite large. There are more young employees involve in the survey which among age 21 to 25. In this research, as age is the moderator, an approximately equal numbers of young and old employees are important to the results.

### **5.4.5 Resources Constraints**

Time needed to set the research title, designation of questionnaire, distribution of questionnaires and the most time consuming was the analysis of the data by using SAS Enterprise Guide 7.1. Furthermore, merely five

research's team members deal with the costs for transportation, printing and other administrative expenses as no sponsorship from university or any outsider.

## **5.5 Recommendations for Future Study**

In order to gain accurate and reliable responses, prospect researchers are suggested to gain more respondent from wider geographical area. This research covered only Kuala Lumpur, Kedah, Malacca, Pulau Pinang, Perak, Selangor, Johor, Sabah and Sarawak. It is a restriction to define the whole retail industry in Malaysia. researchers are suggested to cover outstanding states in Malaysia to get the reliable result.

For the upcoming research, other variables are recommended to try further this research variable. Moreover, except for convenience sampling method, future researchers decided to use different sampling method. It is because convenience sampling method will increase the chance of over-represented or under-represented. This method will get the view of a specific group of people rather than whole population and this may affect the quality of data.

Others employees should be involved in future study. The job scope and position of employees should be considered in order to get more differentiated answer. Other than that, different type of question should include in questionnaire. Open-ended question are recommended to include in questionnaire. By included open-ended question, respondents able to express their feeling and idea in more detail. Researcher will have more understanding on what the respondents truly feeling.

Besides that, due to the resource constraint especially limited time, researchers only gather the data through questionnaire method. For the future study, researchers recommended collect data through different method. Researcher can interview according to state that have higher target respondents such as Selangor for this

research study. Researchers can also provide better explanation to the respondents. Also, researchers allowed to ask extend question based on the answer of respondent.

## **5.6 Conclusion**

Researchers have understood by how all independent variables directly affected the dependent variable. Pay and reward showed that it is the highest rate of reducing the turnover intention. Perceived fairness of pay and reward often at the root of turnover. The idea of fairness could build the trust from employees, whereas unfair treatment erodes the employee performance and increase voluntary turnover. In addition, other three independent variables also play significant roles influencing the turnover intention based on the findings.

A worst workplace relationship or environment will direct effect everyone in an organization which indicates that social relation determine turnover intention. Indeed, co-worker make the working place best aim at developing a sense of belonging for employees. Human capital is the valuable asset of organisation. Therefore, organisation seek for a method to improve employee retention through training and development. A continuous training could enhance the employee ability for future requirement and adaptability prospect. Yet, it is a process to modify the attitude, knowledge and skill to achieve the desired performance in their roles. Furthermore, a transparency policy and job scope with training and development could assist to cope with numerous job stress and reduce the leave motive.

The data collected in the research through statistical analysis. Using Pearson correlation to explain how significant correlation between each independent variable and dependent variable in numeric value. Moreover, these independent variables are explained 83% of the dependent variable in multiple regression whereas the remaining 17% of the dependents variable is explained by others variables. Furthermore, the limitations of the study have recognized and required

the commendations for improving the reliability of the outcome yet to avoid the similar limitation in future research.

As a conclusion, this full study intends to provide a clear picture of the causes which affecting the turnover intention in Malaysia retail industry. Since retail industry as core driver of Malaysia economy, the organizations have responsibilities to maintain the contributions of economic growth by reducing the turnover issues for sustainability in long run.

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APPENDICES

Appendix A: Letter of Permission to Conduct Survey



**UNIVERSITI TUNKU ABDUL RAHMAN**

Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

27<sup>th</sup> March 2019

**To Whom It May Concern**

Dear Sir/Madam,

**Permission to Conduct Survey**

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

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

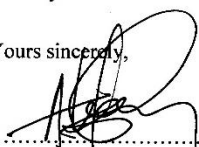
The students are as follows:

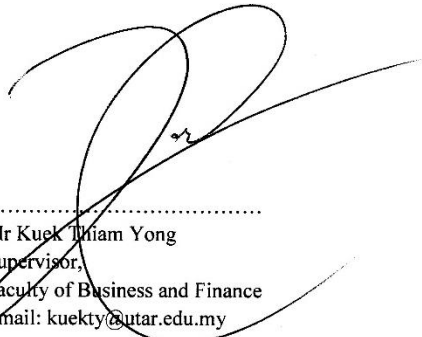
<u>Name of Student</u>	<u>Student ID</u>
Cheah Wan Teng	17ABB04877
Lim Pei Ru	17ABB04912
Low Shi Kee	17ABB04911
Tan Xiao Fern	17ABB04536
Yew Yan Yee	17ABB04881

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

Thank you.

Yours sincerely,

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

  
.....  
Mr Kuek Thiam Yong  
Supervisor,  
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**Kampar Campus** : Jalan Universiti, Bandar Barat, 31900 Kampar, Perak Darul Ridzuan, Malaysia  
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**Sungai Long Campus** : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia  
Tel: (603) 9086 0288 Fax: (603) 9019 8868  
**Postal Address** : PO Box 11384, 50744 Kuala Lumpur, Malaysia  
**Website**: www.utar.edu.my



**Appendix B: Questionnaire**



**UNIVERSITI TUNKU ABDUL RAHMAN  
(Perak Campus)  
FACULTY OF BUSINESS AND FINANCE  
BACHELOR OF BUSINESS ADMINISTRATION (HONS)  
FINAL YEAR PROJECT  
TOPIC: FACTORS OF JOB TURNOVER INTENTION IN MALAYSIA'S  
RETAIL INDUSTRY  
SURVEY QUESTIONNAIRE**

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Dear respondents,

We are final year students pursuing Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently conducting a survey as a partial requirement for the course entitled “A study of factors of job turnover intention in Malaysia’s retail industry”.

The purpose of this research is to identify the significant critical factors that contribute to employees’ turnover intention. The research will help employers of retail industry to understand more about the variables that factors of employee’s turnover intention.

Please answer all the questions provided. Your answer to these questions is only for academic purpose and will be strictly kept confidential. Your cooperation in carrying out this questionnaire is greatly appreciated. Please do not hesitate to contact us for further clarification if you have any queries regarding to the questions.

Research Project Team Members' Details:

No.	Name	E-mail Address	Contact Number
1.	Cheah Wan Teng	wanteng0111@gmail.com	014-9464252
2.	Lim Pei Ru	limpeiru970309@gmail.com	011-11159597
3.	Low Shi Kee	shikeelow97@gmail.com	011-26564590
4.	Tan Xiao Fern	tanxiaofern96@1utar.com	010-4681106
5.	Yew Yan Yee	rachel.yyy97@outlook.com	016-5063161

SECTION A: PERSONAL BACKGROUND

Please tick (/) to the most appropriate answer for each question, unless indicated otherwise.

1. Age group

- Below or equal to 20 years old     31 - 35 years old  
 21 - 25 years old     36 - 40 years old  
 26 - 30 years old     41 years old and above

2. State of working: \_\_\_\_\_

3. Race

- Malay     Indian  
 Chinese     Others (Please specify) \_\_\_\_\_

4. Gender:

- Male     Female

5. Marital status:

- Married     Others (Please specify) \_\_\_\_\_  
 Single

6. What is your salary's range?

- |  |   |
|--|---|
| <input type="checkbox"/> RM1, 100 – RM1, 500 | <input type="checkbox"/> RM2, 501 – RM 3, 000 |
| <input type="checkbox"/> RM1, 501 – RM2, 000 | <input type="checkbox"/> RM3, 001 – RM3, 500  |
| <input type="checkbox"/> RM2, 001 – RM2, 500 | <input type="checkbox"/> RM3, 501 and above   |

7. How long have you been working in this retail organisation.

- |  |   |
|--|---|
| <input type="checkbox"/> Less than or equal to 1 years | <input type="checkbox"/> 6 - 9 years        |
| <input type="checkbox"/> 2 - 5 years                   | <input type="checkbox"/> 10 years and above |

**SECTION B: FACTORS ON JOB TURNOVER INTENTION**

**General directions**

Please indicate by circling in any of the columns provided, your degree of agreement/disagreement with the statements listed below. The indicators are:

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

**PART I: PAY AND REWARD**

		SD	D	N	A	SA
1.	My current salary meets my expectation.	1	2	3	4	5
2.	The company's pay policies are consistency.	1	2	3	4	5
3.	I am satisfied with how my raises are determined.	1	2	3	4	5
4.	I was rewarded fairly enough compare with others.	1	2	3	4	5
5.	The reward provided by company is competitive in labor market.	1	2	3	4	5

Statements are adopted from Heneman & Schwab (1985) and Singh (2018).

**PART II: CO-WORKER SUPPORT**

		SD	D	N	A	SA
1.	I gain adequate assistance and support from my co-workers.	1	2	3	4	5
2.	I am happy and comfortable to work with co-workers.	1	2	3	4	5
3.	When I need help, my co-workers are willing to back up.	1	2	3	4	5
4.	I am accepted by my work group and co-workers.	1	2	3	4	5
5.	When I have a bad day, my co-workers are able to understand.	1	2	3	4	5

Statements are adopted from Avci (2017).

**PART III: TRAINING AND DEVELOPMENT**

		SD	D	N	A	SA
1.	Training on job specific-skills and knowledge are provided when I am new.	1	2	3	4	5
2.	In-house job-specific training are provided.	1	2	3	4	5
3.	The outcomes of training are benefit for my future career.	1	2	3	4	5
4.	I am given chance to participate general training sessions and talks externally.	1	2	3	4	5
5.	My organization are willing to assist in the development and training of employees.	1	2	3	4	5

Statements are adopted from Newman, Thanacoody & Hui (2011).

**PART IV: JOB STRESS**

		SD	D	N	A	SA
1.	During job, I feel tense and get easily irritated.	1	2	3	4	5
2.	I am high stressed most of the time because of the nature of my job.	1	2	3	4	5
3.	<u>Role Ambiguity:</u> My responsibilities are unknown.	1	2	3	4	5
4.	<u>Role Conflict:</u> I work with two or more groups who operate quite differently.	1	2	3	4	5
5.	<u>Work Overload:</u> I have unachievable task over deadlines.	1	2	3	4	5

Statements are adopted from Abbas, Roger, & Asadullah (2012), Schuler, Aldag, & Brief (1977) and Qureshi, Jamil, Iftikhar, Arif, Lodhi, Naseem & Zaman (2012).

**SECTION C: JOB TURNOVER INTENTION IN RETAIL INDUSTRY**

		SD	D	N	A	SA
1.	I think a lot about leaving organization.	1	2	3	4	5
2.	I am finding the alternative of the organization actively.	1	2	3	4	5
3.	If other company offer same wage to me, I will leave the current job.	1	2	3	4	5
4.	I plan to develop my future career in other company.	1	2	3	4	5
5.	Perhaps in next year, I will look for a job.	1	2	3	4	5

Statements are adopted from Alnaqbi (2011), Newman, Thanacoody & Hui (2011) and Kim (2012).

Thank you very much for your participation.  
Your time and opinions are greatly appreciated! ☺

**Appendix C: Descriptive Analyses of Respondents' Demographic**

**Statistics**

	Age	State	Race
N Valid	384	384	384
N Missing	0	0	0
Mean	2.359375	5.979167	1.96875
Median	2	8	2
Mode	2	8	2
Std. Deviation	1.287017	2.888635	0.899122
Minimum	1	1	1
Maximum	6	9	4

**Statistics**

	Gender	Marital	Salary	Experience
N Valid	384	384	384	384
N Missing	0	0	0	0
Mean	1.523438	1.640625	1.932292	1.5625
Median	2	2	1	1
Mode	2	2	1	1
Std. Deviation	0.500102	0.522112	1.258122	0.734278
Minimum	1	1	1	1
Maximum	2	3	6	4



**Frequency Table**

**Age Group**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
≤ 20	109	28.39	109	28.39
21-25	141	36.72	250	65.10
26-30	63	16.41	313	81.51
31-35	38	9.90	351	91.41
36-40	24	6.25	375	97.66
≥ 41	9	2.34	384	100.00
Total	384	100.00		

**State of Working**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Johor	55	14.32	55	14.32
Kedah	28	7.29	83	21.61
Malacca	22	5.72	105	27.33
Penang	36	9.37	141	36.70
Perak	40	10.41	181	47.11
Sabah	4	1.04	185	48.15
Sarawak	6	1.56	191	49.71
Selangor	102	26.56	293	76.27
Kuala Lumpur	91	23.70	384	100.00
Total	384	100.00		

**Race**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Chinese	130	33.85	130	33.85
Malay	167	43.49	297	77.34
Indian	56	14.58	353	91.93
Others	31	8.07	384	100.00
Total	384	100.00		

**Gender**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Male	183	47.66	183	47.66
Female	201	52.34	384	100.00
Total	384	100.00		

**Marital Status**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Married	146	38.02	146	38.02
Single	230	59.90	376	97.92
Others	8	2.08	384	100.00
Total	384	100.00		

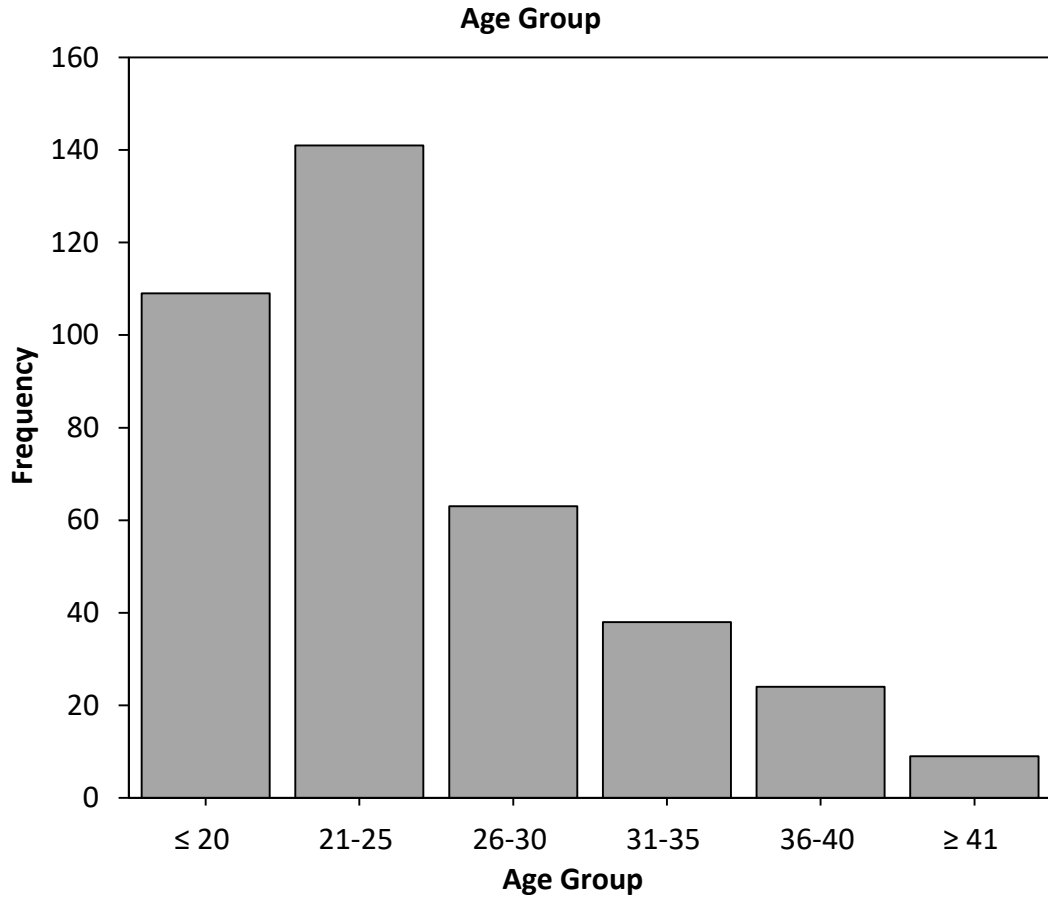
**Salary Range**

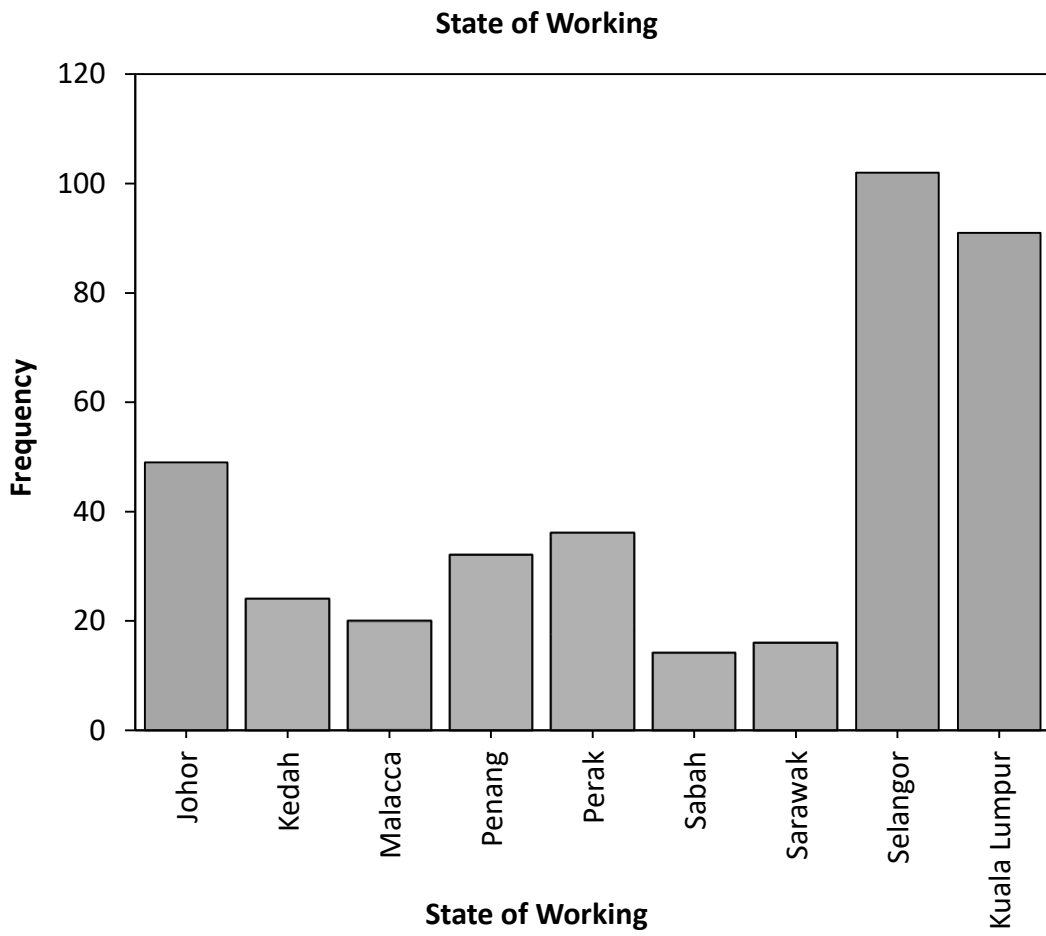
	Frequency	Percent	Cumulative Frequency	Cumulative Percent
RM1,100- RM1,500	200	52.08	200	52.08
RM1,501- RM2,000	87	22.66	287	74.74
RM2,001- RM2,500	52	13.54	339	88.28
RM2501- RM3,000	21	5.47	360	93.75
RM3,001- RM3,500	16	4.17	376	97.92
≥ RM3,501	8	2.08	384	100.00
Total	384	100.00		

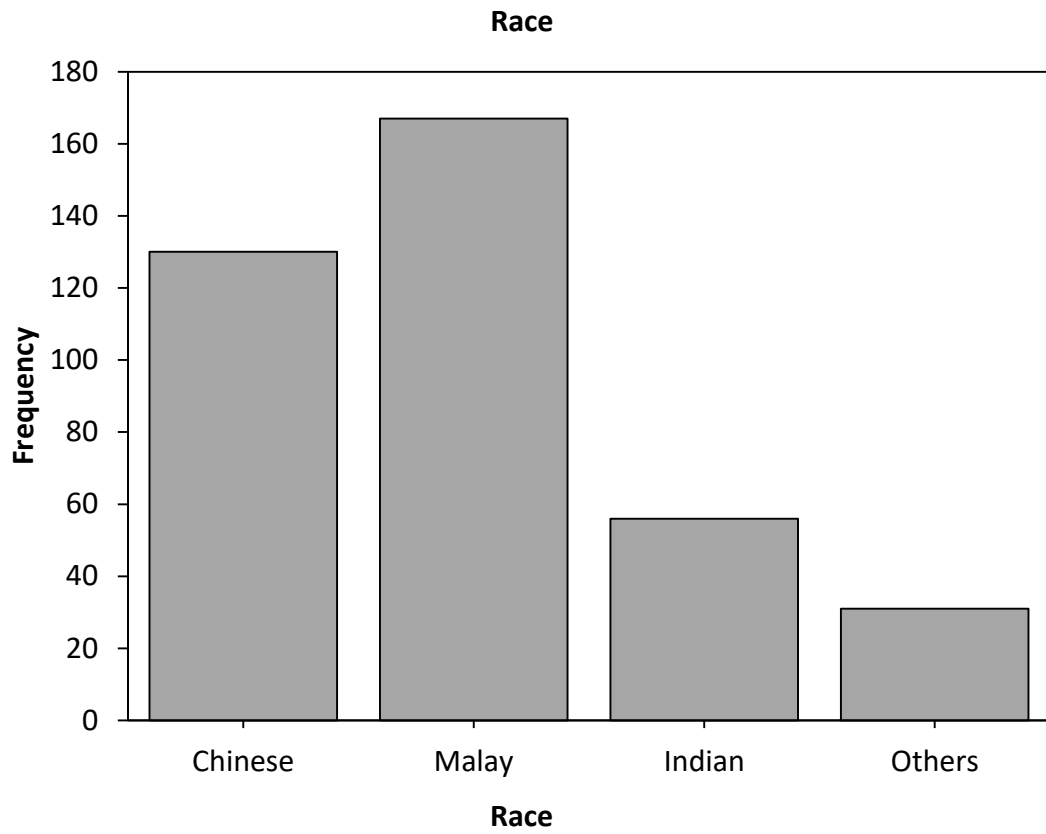
**Work Experience**

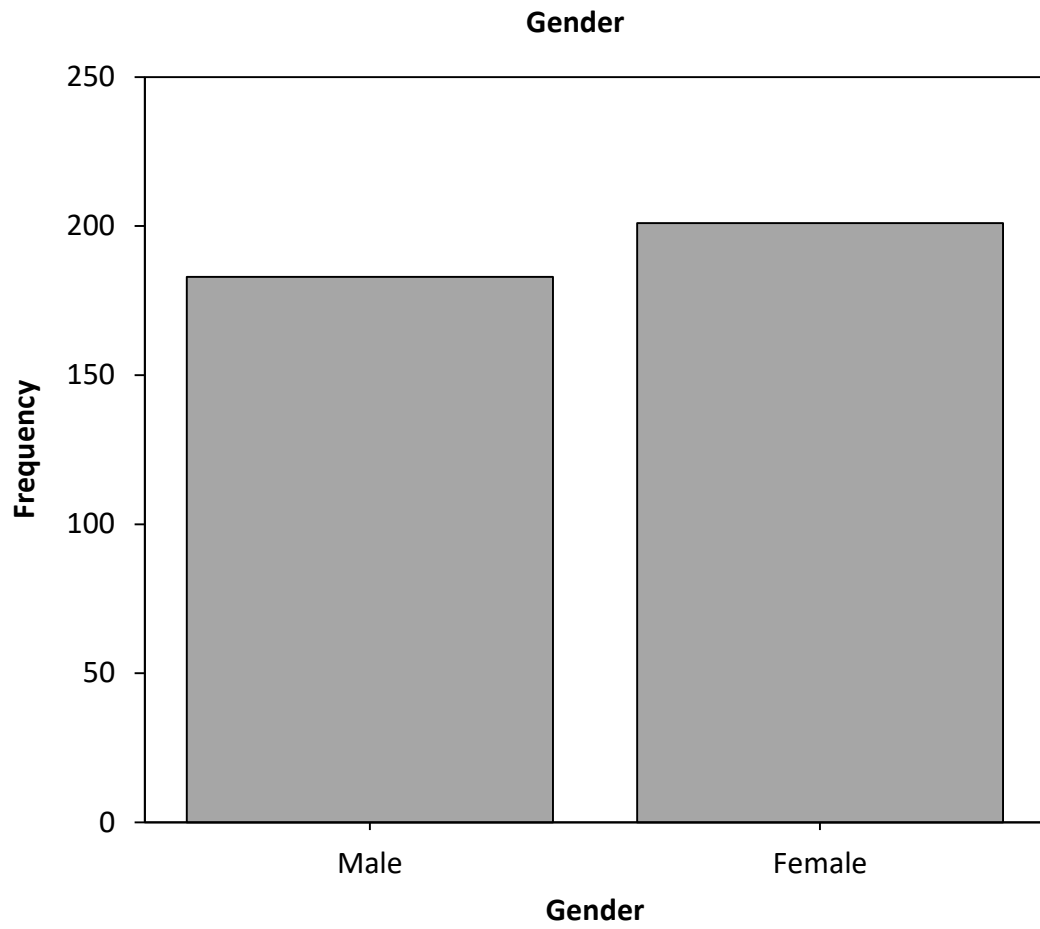
	Frequency	Percent	Cumulative Frequency	Cumulative Percent
≤ 1 Year	221	57.55	221	57.55
2-5 Years	113	29.43	334	86.98
6-9 Years	47	12.24	381	99.22
≥ 10 Years	3	0.78	384	100.00
Total	384	100.00		

**Bar Chart**



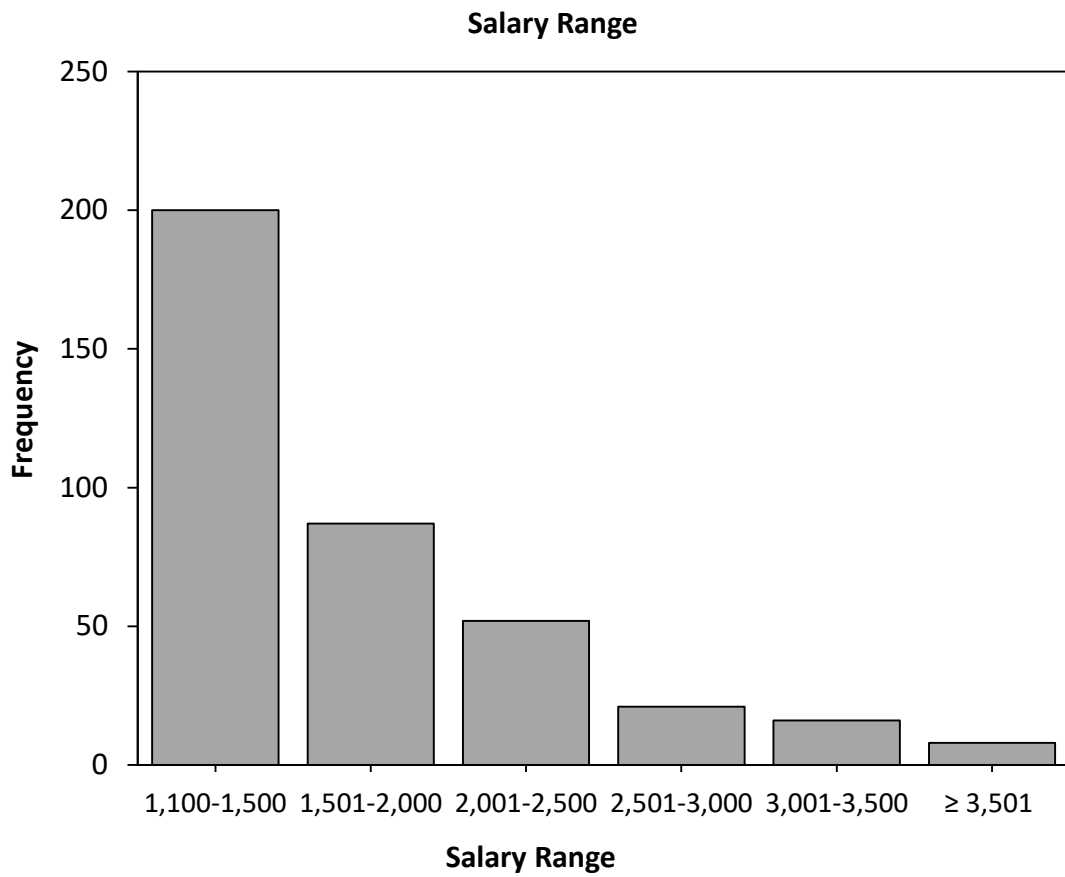














**Appendix D: Descriptive Analyses of Pay and Reward**

**Statistics**

Statement	N	Mean	Standard Deviation	Minimum	Maximum
Pay and Reward 1	384	3.24479	1.45694	1	5
Pay and Reward 2	384	3.44146	1.41143	1	5
Pay and Reward 3	384	3.11198	1.58005	1	5
Pay and Reward 4	384	3.18750	1.71805	1	5
Pay and Reward 5	384	3.13281	1.60793	1	5

**Frequency Table**

**Pay and Reward 1**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	79	20.57	79	20.57
Disagree	32	8.33	111	28.91
Neutral	91	23.70	202	52.60
Agree	80	20.83	282	73.44
Strong Agree	102	26.56	384	100.00
Total	384	100.00		

**Pay and Reward 2**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	51	13.28	51	13.28
Disagree	62	16.15	113	29.43
Neutral	69	17.97	182	47.70
Agree	82	21.35	264	68.75
Strong Agree	120	31.25	384	100.00
Total	384	100.00		

**Pay and Reward 3**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	90	23.44	90	23.44
Disagree	73	19.01	163	42.45
Neutral	41	10.68	204	53.13
Agree	64	16.67	268	69.79
Strong Agree	116	30.21	384	100.00
Total	384	100.00		

**Pay and Reward 4**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	115	29.95	115	29.95
Disagree	48	12.50	163	42.45
Neutral	14	3.65	177	46.09
Agree	64	16.67	241	62.76
Strong Agree	143	37.24	384	100.00
Total	384	100.00		

**Pay and Reward 5**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	100	26.04	100	26.04
Disagree	58	15.10	158	41.15
Neutral	32	8.33	190	49.48
Agree	79	20.57	269	70.05
Strong Agree	115	29.95	384	100.00
Total	384	100.00		

**Appendix E: Descriptive Analyses of Co-worker Support****Statistics**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
Co-worker support 1	384	3.45313	1.60544	1	5
Co-worker support 2	384	3.34115	1.55517	1	5
Co-worker support 3	384	3.16927	1.56161	1	5
Co-worker support 4	384	3.20573	1.59695	1	5
Co-worker support 5	384	3.39323	1.52063	1	5

**Frequency Table****Co-worker support 1**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Frequency</b>	<b>Cumulative Percent</b>
Strongly disagree	85	22.14	85	22.14
Disagree	33	8.59	118	30.73
Neutral	47	12.24	165	42.97
Agree	61	15.89	226	58.85
Strong Agree	158	41.15	384	100.00
Total	384	100.00		

**Co-worker support 2**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	78	20.31	78	20.31
Disagree	55	14.32	133	34.64
Neutral	40	10.42	173	45.05
Agree	80	20.83	253	65.89
Strong Agree	131	34.11	384	100.00
Total	384	100.00		

**Co-worker support 3**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	85	22.14	85	22.14
Disagree	66	17.19	151	39.32
Neutral	51	13.28	202	52.6
Agree	63	16.41	265	69.01
Strong Agree	119	30.99	384	100.00
Total	384	100.00		

**Co-worker support 4**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	87	22.66	87	22.66
Disagree	68	17.71	155	40.36
Neutral	36	9.38	191	49.74
Agree	65	16.93	256	66.67
Strong Agree	128	33.33	384	100.00
Total	384	100.00		

**Co-worker support 5**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	62	16.15	62	16.15
Disagree	74	19.27	136	35.42
Neutral	36	9.38	172	44.79
Agree	75	19.53	247	64.32
Strong Agree	137	35.68	384	100.00
Total	384	100.00		



**Appendix F: Descriptive Analyses of Training and Development****Statistics**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
Training and Development 1	384	3.17188	1.62925	1	5
Training and Development 2	384	2.91927	1.55197	1	5
Training and Development 3	384	2.99219	1.60692	1	5
Training and Development 4	384	3.09896	1.63212	1	5
Training and Development 5	384	3.08333	1.46440	1	5

**Frequency Table****Training and Development 1**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	107	27.86	107	27.86
Disagree	40	10.42	147	38.28
Neutral	37	9.64	184	47.92
Agree	80	20.83	264	68.75
Strong Agree	120	31.25	384	100.00
Total	384	100.00		

**Training and Development 2**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	113	29.43	113	29.43
Disagree	56	14.58	169	44.01
Neutral	47	12.24	216	56.25
Agree	85	22.14	301	78.39
Strong Agree	83	21.61	384	100.00
Total	384	100.00		

**Training and Development 3**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	111	28.91	111	28.91
Disagree	57	14.84	168	43.75
Neutral	46	11.98	214	55.73
Agree	64	16.67	278	72.40
Strong Agree	106	27.60	384	100.00
Total	384	100.00		

**Training and Development 4**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	102	26.56	102	26.56
Disagree	65	16.93	167	43.49
Neutral	32	8.33	199	51.82
Agree	63	16.41	262	68.23
Strong Agree	122	31.77	384	100.00
Total	384	100.00		

**Training and Development 5**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	86	22.40	86	22.40
Disagree	54	14.06	140	36.46
Neutral	70	18.23	210	54.69
Agree	90	23.44	300	78.13
Strong Agree	84	21.88	384	100.00
Total	384	100.00		

**Appendix G: Descriptive Analyses of Job Stress**

**Statistics**

Statement	N	Mean	Standard Deviation	Minimum	Maximum
Job Stress 1	384	3.11198	1.51424	1	5
Job Stress 2	384	3.04167	1.44466	1	5
Job Stress 3	384	3.10938	1.61051	1	5
Job Stress 4	384	3.02083	1.68996	1	5
Job Stress 5	384	2.80729	1.65081	1	5

**Frequency Table**

**Job Stress 1**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	81	21.09	81	21.09
Disagree	67	17.45	148	38.54
Neutral	74	19.27	222	57.81
Agree	52	13.54	274	71.35
Strong Agree	110	28.65	384	100.00
Total	384	100.00		

**Job Stress 2**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	71	18.49	71	18.49
Disagree	91	23.70	162	42.19
Neutral	61	15.89	223	58.07
Agree	73	19.01	296	77.08
Strong Agree	88	22.92	384	100.00
Total	384	100.00		

**Job Stress 3**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	104	27.08	104	27.08
Disagree	53	13.80	157	40.89
Neutral	37	9.64	194	50.52
Agree	77	20.05	271	70.57
Strong Agree	113	29.43	384	100.00
Total	384	100.00		

**Job Stress 4**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	127	33.07	127	33.07
Disagree	41	10.68	168	43.75
Neutral	34	8.85	202	52.60
Agree	61	15.89	263	68.49
Strong Agree	121	31.51	384	100.00
Total	384	100.00		

**Job Stress 5**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	131	34.11	131	34.11
Disagree	70	18.23	201	52.34
Neutral	28	7.29	229	59.64
Agree	52	13.54	281	73.18
Strong Agree	103	26.82	384	100.00
Total	384	100.00		

**Appendix H: Descriptive Analyses of Job Turnover Intention****Statistics**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
Job Turnover Intention 1	384	3.05208	1.48003	1	5
Job Turnover Intention 2	384	2.96094	1.52816	1	5
Job Turnover Intention 3	384	2.76042	1.58482	1	5
Job Turnover Intention 4	384	2.92448	1.66739	1	5
Job Turnover Intention 5	384	3.21875	1.56297	1	5



**Frequency Table**

**Job Turnover Intention 1**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	85	22.14	85	22.14
Disagree	70	18.23	155	40.36
Neutral	54	14.06	209	54.43
Agree	90	23.44	299	77.86
Strong Agree	85	22.14	384	100.00
Total	384	100.00		

**Job Turnover Intention 2**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	86	22.40	86	22.40
Disagree	105	27.34	191	49.74
Neutral	23	5.99	214	55.73
Agree	78	20.31	292	76.04
Strong Agree	92	23.96	384	100.00
Total	384	100.00		

**Job Turnover Intention 3**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	133	34.64	133	34.64
Disagree	54	14.06	187	48.70
Neutral	54	14.06	241	62.76
Agree	58	15.10	299	77.86
Strong Agree	85	22.14	384	100.00
Total	384	100.00		

**Job Turnover Intention 4**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	128	33.33	128	33.33
Disagree	47	12.24	175	45.57
Neutral	52	13.54	227	59.11
Agree	40	10.42	267	69.53
Strong Agree	117	30.47	384	100.00
Total	384	100.00		

**Job Turnover Intention 5**

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Strongly disagree	77	20.05	77	20.05
Disagree	71	18.49	148	38.54
Neutral	60	15.63	208	54.17
Agree	43	11.20	251	65.36
Strong Agree	133	34.64	384	100.00
Total	384	100.00		

**Appendix I: Reliability Test Result for Pilot Study**

**Statements of Pay and Reward**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.928	30	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Pay and Reward 1	0.784536	0.921869	0.780957	0.924576
Pay and Reward 2	0.816177	0.914750	0.820382	0.917179
Pay and Reward 3	0.787596	0.916777	0.786914	0.923466
Pay and Reward 4	0.867473	0.901256	0.863496	0.908951
Pay and Reward 5	0.853454	0.904276	0.853298	0.910910

**Statements of Co-worker Support**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.822	30	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Co-worker Support 1	0.559378	0.802151	0.556856	0.802437
Co-worker Support 2	0.671061	0.769345	0.644080	0.777040
Co-worker Support 3	0.725417	0.752165	0.718638	0.754455
Co-worker Support 4	0.626368	0.783147	0.635520	0.779581
Co-worker Support 5	0.518064	0.814374	0.519434	0.813001

**Statements of Training and Development**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.850	30	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Training and Development 1	0.677715	0.817355	0.692907	0.814775
Training and Development 2	0.505300	0.855058	0.507798	0.861910
Training and Development 3	0.630523	0.830017	0.606561	0.837278
Training and Development 4	0.817481	0.771594	0.800727	0.785372
Training and Development 5	0.734961	0.803768	0.727346	0.805542

**Statements of Job Stress**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.868	30	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Job Stress 1	0.551407	0.878333	0.552465	0.879396
Job Stress 2	0.685232	0.841517	0.685825	0.848015
Job Stress 3	0.668887	0.850166	0.669258	0.852019
Job Stress 4	0.787984	0.814907	0.784979	0.823409
Job Stress 5	0.807888	0.808611	0.809762	0.817085

**Statements of Job Turnover Intention**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.810	30	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Job Turnover Intention 1	0.526665	0.795682	0.511904	0.798904
Job Turnover Intention 2	0.638888	0.761829	0.648792	0.757643
Job Turnover Intention 3	0.513169	0.797155	0.520218	0.796478
Job Turnover Intention 4	0.626713	0.764214	0.618746	0.766943
Job Turnover Intention 5	0.689640	0.743360	0.692708	0.743801



**Appendix J: Reliability Test Result for Full Study**

**Statements of Pay and Reward**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.909	384	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Pay and Reward 1	0.705251	0.901154	0.708551	0.900022
Pay and Reward 2	0.692668	0.903627	0.695283	0.902741
Pay and Reward 3	0.841350	0.872633	0.839946	0.872239
Pay and Reward 4	0.844346	0.871906	0.839340	0.872370
Pay and Reward 5	0.770123	0.888170	0.760535	0.889217

**Statements of Co-worker Support**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.869	384	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Co-worker Support 1	0.633878	0.856040	0.634482	0.855833
Co-worker Support 2	0.670205	0.846778	0.669420	0.847374
Co-worker Support 3	0.736267	0.830473	0.735970	0.830881
Co-worker Support 4	0.729144	0.832086	0.730786	0.832184
Co-worker Support 5	0.696548	0.840491	0.695950	0.840859

**Statements of Training and Development**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.862	384	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Training and Development 1	0.701285	0.828312	0.700128	0.828884
Training and Development 2	0.652375	0.840620	0.650856	0.841322
Training and Development 3	0.669892	0.836407	0.670308	0.836445
Training and Development 4	0.714436	0.824828	0.716113	0.824788
Training and Development 5	0.669243	0.836928	0.668475	0.836907

**Statements of Job Stress**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.792	384	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Job Stress 1	0.528130	0.766546	0.532018	0.763700
Job Stress 2	0.493965	0.776392	0.495755	0.775095
Job Stress 3	0.589036	0.747357	0.584655	0.746777
Job Stress 4	0.623243	0.735671	0.619370	0.735364
Job Stress 5	0.623516	0.735615	0.617697	0.735919

**Statements of Job Turnover Intention**

**Scale: ALL VARIABLES**

**Reliability Statistics**

Cronbach's Alpha	N	N of items
0.923	384	5

**Item-Total Statistics**

Cronbach Coefficient Alpha with Deleted Variable				
Deleted Variable	Raw Variables		Standardized Variables	
	Correlation with Total	Alpha	Correlation with Total	Alpha
Job Turnover Intention 1	0.796285	0.906540	0.798731	0.906650
Job Turnover Intention 2	0.820355	0.901616	0.820405	0.902363
Job Turnover Intention 3	0.811366	0.903219	0.809146	0.904595
Job Turnover Intention 4	0.790760	0.907950	0.789150	0.908533
Job Turnover Intention 5	0.783948	0.908637	0.786092	0.909132

**Appendix K: Inferential Analyses**

**Pearson Correlation Coefficient Analysis**

Pearson Correlation Coefficient, N = 384					
	Pay and Reward	Co-worker Support	Training and Development	Job Stress	Job Turnover Intention
Pay and Reward	1.00000	0.80045 <0.0001	0.75758 <0.0001	-0.72748 <0.0001	-0.86362 <0.0001
Co-worker Support	0.80045 <0.0001	1.00000	0.71549 <0.0001	-0.70974 <0.0001	-0.77812 <0.0001
Training and Development	0.75758 <0.0001	0.71549 <0.0001	1.00000	-0.67906 <0.0001	-0.75889 <0.0001
Job Stress	-0.72748 <0.0001	-0.70974 <0.0001	-0.67906 <0.0001	1.00000	0.81557 <0.0001
Job Turnover Intention	-0.86362 <0.0001	-0.77812 <0.0001	-0.75889 <0.0001	0.8156 <0.0001	1.00000

\*\*Correlation is significant as p-value less than 0.05

**Multiple Linear Regression Analysis**

**Model Summary**

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	595.91394	148.97848	462.28	<0.0001
Error	379	122.13940	0.32227		
Corrected Total	383	718.05333			

Root MSE	0.56769	R-Square	0.8299
Dependent Mean	2.98333	Adjusted R-Square	0.8281
Coefficient Variables	19.02859		

Parameter Estimates					
Variables	DF	Parameter Estimate	Standard Error	t Value	Pr > t
Intercept	1	3.97964	0.22835	17.43	< 0.0001
Pay and Reward	1	-0.46792	0.04194	-11.16	< 0.0001
Co-worker Support	1	-0.08993	0.04097	-2.19	0.0288
Training and Development	1	-0.13120	0.03742	-3.51	0.0005
Job Stress	1	0.40016	0.03890	10.29	< 0.0001