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THE IMPACT OF WORK-LIFE BALANCE AND ORGANISATIONAL COMMITMENT ON
TURNOVER INTENTION AMONG GENERATION Y EMPLOYEES IN MALAYSIAN IT
AND COMMUNICATION SECTOR

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The Impact of Work-Life Balance and Organisational Commitment on Turnover Intention
among Generation Y Employees in Malaysian IT and Communication Sector

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APPROVAL FORM

This research paper attached here to, entitled “The Impact of Work-Life Balance and Organisational Commitment on Turnover Intention among Generation Y Employees in Malaysia IT and Communication Sector” prepared and submitted by Chong Hoon Kei, Khor Yin Jie, and Vithya Nareandran in partial fulfillment of the requirements for the Bachelor of Social Science (Hons) Psychology is hereby accepted.



Supervisor

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Abstract

The purpose of this study is to study the impact of work-life balance and organisational commitment on turnover intention among Generation Y employees in Malaysian IT and communication sector. The hypothesis of this study is there is a significant relationship between work-life balance, organisational commitment and turnover intention. This study has utilised quantitative, cross-sectional and correlational research design. A total number of one hundred and forty-seven (n=147) Generation Y employees (aged between 20 to 40) who work in the IT and communication sector in Klang Valley, Malaysia were recruited via purposive and snowball sampling methods. The data for this study was gathered through an online survey. The variables of the study were measured by Work-Life Balance Inventory, Organizational Commitment Scale, and Turnover Intention Scale (TIS-6). The study used Pearson Product-Moment Correlation and Multiple Regression Analysis test to test the hypothesis. The result of this study revealed that work-life balance and turnover intention have a significant relationship among Generation Y employees in the Malaysian IT and communication sector. Besides, organisational commitment was found to have a significant negative relationship with turnover intention. Lastly, both work-life balance and organisational commitment were significantly predicted turnover intention; however, organisational commitment has a higher impact than work-life balance on turnover intention among Generation Y employees in the Malaysian IT and communication sector. The findings above contribute to further understanding of these variables for future researchers and provide insights for the organisations especially the human resource department to retain their employees.


Keywords: Generation Y, Malaysia, IT and communication sector, work-life balance, organisational commitment, turnover intention

DECLARATION

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

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List of Abbreviations

IT	Information Technology
Gen-Y	Generation Y
STEM	Science, Technology, Engineering, and Mathematics
KAUH	King Abdullah Universiti Hospital
SDT	Self Determination Theory
PIKOM	Persatuan Industri Komputer dan Multimedia Malaysia
WIPL	Work Interference with Personal Life
PLIW	Personal Life Interference with Life
WPLE	Work/Personal Life Enhancement
KGWI	The Kelly Global Workforce Index
TIS	Turnover Intention Scale
PPMC	Pearson Product-Moment Correlation
MRA	Multiple Regression Analysis
SPSS	Statistical Package of Social Science
SPM	Sijil Pelajaran Malaysia
STPM	Sijil Tinggi Persekolahan Malaysia
PhD	Doctor of Philosophy

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ICAEW Institute of Chartered Accountants in England and Wales

ICT Information and Communication Technologies

DV Dependent Variable

IV Independent Variable

HR Human Resource

Chapter I

Introduction

1.0 Introduction

This chapter of this research highlights the brief description of this research which consists of research background, problem statement, research objectives, research questions, the significance of the study and the summary of this chapter. The purpose of this quantitative study is to identify the impact of work-life balance and organisational commitment on turnover intention among Generation Y employees in the Malaysian IT (Information Technology) and communication sector. This study is significant towards understanding the current employees in this era which consists mainly of Generation Y. Thus, this will enable the organisations to reduce the increasing rate of turnover intention and increase the organisations performance.

1.1 Background of the Study

Baby boomers and Generation X are gradually being replaced in the industry by Generation Y who are born between the years 1977 and 2000 (Vui-Yee & Paggy, 2020). Employees of Generation Y are often labeled as the “high maintenance generation” because of their persistent behaviour to fulfill their growth of need of self-esteem or self-actualization where they always seek individuality, incentives and flexibility of the working environment when it comes to improving themselves (Malik & Khera, 2014). Focusing on a specific age group provides a clear description of understanding their generational conception of the work-life balance, organisational commitment leading to turnover intention. It is also essential to focus on the IT and communication sector due to the insufficiency of eligible IT employees and the expenses to compensate for the employee turnover in an IT and communication organisation

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which can be costly (Hassan, 2014). This is because retaining employees of the IT sector is becoming an issue in this era due to the high career opportunities in the market, thus allowing the employees to have a turnover intention (Oosthuizen et al., 2016).

The turnover intention has become a noticeable issue that has been occurring in the current era. Based to Rahman et al. (2013), the turnover intention is described as the employee's permanent movement of leaving the organisation or the intention to leave the organisation and further elaborated with three elements which are the intention to pursue a new job opportunity, the intention of quitting the current job and quitting a career. Furthermore, De Simone et al. (2018) stated that the employee leaving their organisation is driven by the turnover intention. On the other hand, Abdullateef et al. (2014) explained that the turnover intention does not define that the employee withdraws from the organisation, however, it is the employee's experience or idea of leaving the corporate (Akgunduz & Eryilmaz, 2018). According to Rony (2017), the existence of Generation Y in the workforce is a significant factor contributing to employee turnover intention. Besides, several Malaysian studies have reported that Generation Y employees have a higher rate of turnover intention (Othman et al., 2017; Queiri et al., 2015). Turnover intention brings a negative impact on the organisation. According to Robinson et al. (2014), recruiting and training new employees can be costly once there is a high turnover intention. Hence, to understand the phenomena of the turnover intention, work-life balance and organisational commitment based on the perception of Generation Y, further research is needed.

Work-life balance is defined when there is a counterbalance between their roles at the home and as an employee (Soomro et al., 2018). On the other hand, work-life balance is a condition where no conflicts are present in between personal life and handling duties at work, but it rather increases the employees' commitment to the organisation (Sufian et al., 2016).

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Moreover, it is influenced by personal feelings and experiences which are subjective to the respective individual (Lee et al., 2013). Hence, different generations may perceive work-life balance differently. Employees from Generation Y value more quality of life such as work-life balance (Hossain et al., 2018). The representatives of this generation place more importance on the balance between their leisure time and bonding with their family and their job (Skorska, 2019). According to Putri et al. (2019), it was found that Generation Y employees are those who emphasize work-life balance. As the workforce has been increasingly dominated by Generation Y, as much as 68.2% (Hossain et al., 2018), understanding their value towards work-life balance is essential. According to Fayyazi and Aslani (2015), the employees have a lower intention to quit when they perceive higher levels of work-life balance. Hence, to enhance performance and decrease the intention of employees leaving a job, work-life balance is created by businesses to strengthen loyalty and results in the productivity of the employees (Mehmood, 2013).

Organisational commitment describes the approach of an employee towards their organisation through their efforts and attention to the corporate task, moreover the employee's appraisal from the organisation for the knowledge gained which was deemed essential (Azeem & Akhtar, 2014). According to Alzamel et al. (2020), there is a significant negative relationship between organisational commitment and turnover intention which means that the higher level of organisational commitment, the lower level of employee turnover rate. Besides, the organisation will face a tremendous loss of time and money when there is employee turnover (Puangyoykeaw & Nishide, 2015). The turnover intention among employees is affected by organisational commitment (Faloye, 2014).

Based on a study by Memili et al. (2013), organisational commitment is stated as the tendency to remain in an organisation due to the emotional attachment towards the organisation.

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However, retaining staff for a long term has become a challenge for several business organisations, in this era of globalization (Oluwafemi, 2013) especially when it comes to employees of Generation Y because they prioritize the increase of employability and quits their current job to join another if there is a better opportunity (Queiri et al., 2015). In line with that, it is found that younger people have a lower commitment to their organisation and are rather dedicated to their careers (Singh & Gupta, 2015). Generation Y has a unique workplace behaviour that makes them vulnerable to switch careers and leads to a major obstacle for the organisation (Naim & Lenka, 2017). Thus, it is critical to focus on organisational commitment as one of the factors that contribute to the turnover intention of Generation Y to manage the turnover of employees effectively and successfully.

Based on the conjectures stated, it is found that work-life balance and organisational commitment that lead to the turnover intention of Generation Y need to be further understood.

1.2 Problem Statement

Many researchers have found the turnover trend is increasing from time to time, the same goes for Malaysia (Latif & Saraih, 2016; Willis Towers Watson, 2015). There is data showing that 91% of Generation Y employees quit their jobs within 3 months among 150 managers and 1189 employees were confirmed by the Multiple Generations@ Work survey by Future Workplace (Buang et al., 2016). Another study stated that Generation Y only has eighteen months of job tenure, whereas other generations have 4 years of job tenure on average (Queiri et al., 2015). Moreover, numerous data have shown that the highest turnover from a non-manufacturing company is the IT and Communication sector with 75.72% (Hee & Rhung, 2019; Latif & Saraih, 2016). This issue is being addressed mostly among Generation Y, as they are

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dominating the current workforce (Brown et al., 2015; Goh, 2012; Latif & Saraih, 2016; Queiri et al., 2015). Several researchers have claimed that turnover brings disadvantages to the firms even to the country. The turnover trend can be costly to the firms (Hassan, 2014; Robinsons et al., 2014). This is because the process of recruiting and training new employees increases the expenses for the company (Oosthuizen et al., 2016; Robinsons et al., 2014). According to Robinsons et al. (2014), recruiting and training new employees can be costly once there is a high turnover intention. Besides, it will set back a country's development, as the IT sector is the main driver for a country's development (Abdullah et al., 2010).

Given the issue of the turnover trend in Malaysia, several studies have stated that turnover's strongest predictor is turnover intention (Moy, 2015; Queiri et al., 2015; Wardana et al., 2020). In light of the high turnover rate among Generation Y, the organisations must implement preventive action by concentrating on the turnover intention which ensued turnover behaviour. Hence, most of the researchers have chosen the measurement of intention to quit to represent the actual turnover behaviour. Previous studies from Moy (2015) and Othman et al. (2017), presented that Generation Y tends to have higher turnover intention compared to other generations. The primary reason could be job alternatives, pay and extra benefits given to Generation Y (Goh, 2012; Queiri et al., 2015). The issue of turnover rate among Generation Y does not only threaten the productivity, cost of an organisation; it also threatens the economic growth of a country (Latif & Saraih, 2016; Queiri et al., 2015).

Moreover, many researchers have claimed that Generation Y employees are not only pursuing money, but also interest, flexibility, quality of life and work-life balance (Goh, 2012; Hee & Rhung, 2019; Hossain et al., 2018). Generation Y employees place less importance on work compared to Baby Boomers (Cheng & Gursoy, 2013). In other words, the younger

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generation nowadays values work-life balance more. According to Hossain et al. (2018), there was data showed that more than 60% of employees in Malaysia claimed that they do not have enough time to accompany their family due to the long working duration. Furthermore, a recent study has shown that employees from Kuala Lumpur ranked 47th out of 50 major cities of having a work-life balance, which is considered as having a low work-life balance (Azizan & Murad, 2020). However, the work-life balance seems challenging especially with the increasing customer demand in a world with advanced technology (Fayyazi & Aslani, 2015). The new working patterns, such as communication via email, make it hard for employees to detach entirely from work even when they have ended their work shift. Thus, work-life balance is challenging for employees in the current workforce. Past studies have shown that an imbalance in work-life leads to employees' stress, lower organisational commitment, lower productivity, job dissatisfaction and turnover intention (Fayyazi & Aslani, 2015; Hossain et al., 2018). According to Fayyazi and Aslani (2015), work-life balance is more important in affecting employees' intention to quit than other factors such as management behaviour or an increase in salary.

Furthermore, there has been a complaint stating the younger generation nowadays possess lesser loyalty towards their company (Kokubun, 2017; Queiri et al., 2015). The study from Damayanti et al. (2019) found that one of the crucial issues that organisations face with employees of Generation Y is the difficulty in retaining one job. Employees of Generation Y tend to switch careers which are linked to the lack of commitment towards the organisation. They tend to look for frequent changes and more excitement by being job hoppers (Hossain et al., 2018). As employees who have undergone higher education are mostly from Generation Y, they are considered people with higher intelligence levels compared to other generations and

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they are not afraid of finding jobs as much as Baby Boomers and Generation X (Hossain et al., 2018). Therefore, employees from earlier generations tend to remain in an organisation for a more extended period. People with lesser commitment towards the organisation were more likely to leave the company (Wardana et al., 2020). As the employees of Generation Y reported to have less commitment towards their organisation (Kokubun, 2017; Queiri et al., 2015), it will lead to actual turnover (Wardana et al., 2020). Ultimately, the turnover of the employee will lead to productivity losses, higher costs spent on hiring and training new employees and knowledge losses from the employees (Hee & Rhung, 2019).

Past studies have investigated the relationship between work-life balance, organisational commitment and turnover intention; however, the results of the studies are not consistent. The past studies from Al Momani (2017), Wardana et al., (2020) and Zhou et al. (2020) stated that organisational commitment does not directly influence turnover intention. However, another study from Sitorus et al. (2018) stated that work-life balance is one of the predictors for organisational commitment and turnover intention. Even though some studies investigated the relationship between work-life balance, organisational commitment and turnover intention (Abdien, 2019; Al Momani, 2017; Fayyazi & Aslani, 2015; Salahudin et al., 2016; Wardana et al., 2020; Zhou et al., 2020), the relationship was found to be varied among those studies. In other words, the results of the studies are not consistent.

This study is therefore intended to concentrate on the relationship of work-life balance, organisational commitment and turnover intentions among Generation Y employees in the Malaysian IT and communication sector.

1.3 Significance of the Study

There is still a lack of studies about the variables such as work-life balance, organisational commitment and turnover intention, especially in non-western countries (Kim, 2014). Therefore, this study could bring some contribution to Asian and Malaysian society by providing in-depth and updated information on the effect on turnover intention of Generation Y in the IT and communication sector. Even though the studies on the variables have been investigated widely for many years, the study on narrowed sample such as employees from Generation Y who work in the Malaysian IT and communication sector will provide a new direction to the researchers.

Moreover, this study will contribute to the organisations operating in Malaysia, especially for Human Resource (HR) professionals on providing a better understanding of the expectation of Generation Y employees in the Malaysian IT and communication sector. According to Hossain et al. (2018), many organisations were not able to retain their employees with suitable strategies as many of the values and traits of Generation Y employees are still vague. By referring to this study, they will be able to gain the right direction to implement strategies that best suit the current generation to retain them. By devising the effective intervention, it will decrease the turnover intention, where advocating the country's economic development (Abdullah et al., 2010).

Besides, this study will contribute to the researchers and the students, especially in Malaysia's academic field. This study will serve as an asset for the researchers and students to have a further understanding of the terms and relationship of work-life balance, organisational commitment and turnover intention. It will be a reference to their future research by making

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comparisons with their findings. It will also provide them with a fundamental idea for their future study which relates to the current turnover trend.

1.4 Research Objectives

1. To investigate the relationship between work-life balance and turnover intention among Generation Y employees in Malaysian IT and communication sector.
2. To investigate the relationship between organisational commitment and turnover intention among Generation Y employees in Malaysian IT and communication sector.
3. To investigate the influence of work-life balance and organisational commitment towards turnover intention among Generation Y employees in Malaysian IT and communication sector.

1.5 Research Questions

1. Is there a significant relationship between work-life balance and turnover intention among Generation Y employees in Malaysian IT and communication sector?
2. Is there a significant relationship between organisational commitment and turnover intention among Generation Y employees in Malaysian IT and communication sector?
3. Do work-life balance and organisational commitment influence turnover intention among Generation Y employees in Malaysian IT and communication sector?

1.6 Hypotheses

1. H_{01} : There is no significant relationship between work-life balance and turnover intention among Generation Y employees in Malaysian IT and communication sector.

H_1 : There is a significant relationship between work-life balance and turnover intention among Generation Y employees in Malaysian IT and communication sector.

2. H_{02} : There is no significant relationship between organisational commitment and turnover intention among Generation Y employees in Malaysian IT and communication sector.

H_2 : There is a significant relationship between organisational commitment and turnover intention among Generation Y employees in Malaysian IT and communication sector.

3. H_{03} : Work-life balance and organisational commitment do not influence turnover intention among Generation Y employees in Malaysian IT and communication sector.

H_3 : Work-life balance and organisational commitment influence turnover intention among Generation Y employees in Malaysian IT and communication sector.

1.7 Conceptual Definition

1.7.1 Generation Y

Generation Y has been defined differently according to different researchers. Some of the researchers defined it as people who were born between 1977 to 2000 (Pinzaru et al., 2016; Vuiyee & Paggy, 2020). According to Kupperschmidt (2000), they were born between 1980 and 2000. However, in this study, the target sample are people who were born between 1980 and 2000 as this age range was defined by the Malaysian statistics department (Queiri et al., 2015).

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1.7.2 IT and Communication Sector

Information Technology (IT) refers to a business sector that manages digital processing, preservation, transmission, computing and managing hardware and software (Singh, 2003; Techopedia, 2020). The examples of IT sectors in Malaysia include Food Market Hub, Tourplus Technology Sdn Bhd, TABLEAPP Sdn Bhd and Internet Alliance. The communication sector refers to a business sector that transmits information (Infoplease, 2012). It includes public relations, advertising, telecommunications, broadcasting and publishing. The examples of communication sectors in Malaysia include TQPR (Malaysia) Sdn Bhd, Go Communications Sdn Bhd, Telekom Malaysia Berhad and Radio Televisyen Malaysia.

1.7.3 Work-Life Balance

Work-life balance is defined as an equal investment in work and personal/family life with a minimum of role conflict (Fayyazi & Aslani, 2015). A good work-life balance implies an acceptable combination of work and personal/family life (Kim, 2014). According to Yusuf (2018), a work-life balance consists of three dimensions which are work interference with personal life (WIPL), personal life interference with work (PLIW) and work/personal life enhancement (WPLE). WIPL is defined as a condition where an individual's work gets interrupted by personal life. PLIW is defined as an individual's personal life gets interrupted by work. WPLE is defined as the extent to which personal life has a positive effect on work or vice versa.

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1.7.4 Organisational Commitment

Organisational commitment means an ability to retain in an organisation loyalty by expressing affection and effort towards the organisation (Wardana et al., 2020). People with higher organisational commitment tend to retain in an organisation for longer periods by striving towards the organisational goals. There are three different types of organisational commitment which are normative, affective and continuance commitment (Meyer & Allen, 1991).

1.7.5 Turnover Intention

Turnover intention is defined as a tendency of a person to leave the company by looking for alternative jobs shortly (Wardana et al., 2020). Turnover intentions appear before the behaviour of leaving the company. In other words, it can be their willingness, desire, or attempt to leave the organisation (Queiri et al., 2015).

1.8 Operational Definition

1.8.1 Generation Y

Generation Y is the target participant in this study. The participant must fulfill two criteria which are aged between 20 years old to 40 years and are working in Malaysian IT and communication sectors in Klang Valley. The demographic information form was used to collect these data from the participants.

1.8.2 IT and Communication Sector

The IT and communication sector refers to information technology and communication companies in Malaysia. The targeted participants are employees of IT and communication

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companies in two states of Klang Valley which are Selangor and Wilayah Persekutuan Kuala Lumpur, Malaysia.

1.8.3 Work-Life Balance

In this study, Work-Life Balance Inventory by Hayman (2005), was used to measure work-life balance. Work-life balance refers to the total scores of adding up all the items from three dimensions which are personal life interference with work (PLIW), work interference with personal life (WIPL) and work/personal life enhancement (WPLE). There are 15 items on this scale which are 7 items for WIPL, 4 items for PLIW and 4 items for WPLE. The example for WIPL is "My personal life suffers because of work." For PLIW, the example is "My personal life drains me of energy for work." The examples for WPLE are "My personal life gives me energy for my job." The Cronbach Alpha for Work-Life Balance Inventory is 0.87. The minimum score for this scale is 15, the maximum score is 75. A higher score indicated a high level of work-life balance (Yusuf, 2018).

1.8.4 Organisational Commitment

The Organizational Commitment Scale developed by Allen and Meyer (1996) is used to measure the organisational commitment of employees (Cesário & Chambel, 2017). organisational commitment refers to the total sum of the scores from three dimensions which are continuance commitment, normative commitment and affective commitment. This scale consists of 18 items in total, each dimension has 6 items. The Cronbach Alpha for Organizational Commitment Scale is 0.89. The minimum score is 18 points while the maximum score is 90 points. The higher scores indicated greater organisational commitment (Erdogan & Yildirim, 2017).

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1.8.5 Turnover Intention

The turnover intention was measured by Turnover Intention Scale (TIS-6) developed by Bothma and Roodt (2013). The intention of employees to leave the organisation is determined by the total score of the 6 items. TIS-6 comprises 6 items such as “How often do you dream about getting another job that will better suit your personal needs?” Items 5 and 6 are reversed items. The Cronbach Alpha for TIS-6 is 0.88. The minimum score of TIS-6 is 6 while the maximum score is 30. The higher score indicated higher turnover intention (Anjum & Muazzam, 2018).

1.9 Chapter Summary

In summary, the turnover intention is deemed to be higher among Generation Y which has been indicated as an issue in this study. Generation differences such as Generation Y employees' higher value towards work-life balance and their lower loyalty towards the organisation have made this study to investigate its impact on turnover intention. In the upcoming chapter, it will be a detailed and comprehensive review of the past studies relevant to the topic of this study. Besides, a theoretical and conceptual framework will also be covered to provide a clearer understanding of the topic of this study.

Chapter II

Literature Review

2.0 Introduction

In this chapter, the previous studies on the variables such as turnover intention, work-life balance and organisational commitment will be presented. Past research studies will be reviewed to further examine each of the three research questions proposed in this study. Besides, the theoretical framework and conceptual framework will be covered by relevant theories and definitions.

2.1 Turnover Intention

The term turnover intention can be used synonymously with other similar terms such as turnover intent, intention to quit and intention to leave. Those terms are similarly described as a tendency for an employee to quit the employer in the near future (Ngo-Henha, 2017; Wardana et al., 2020). It can also be an attempt, willingness, or desire to leave the employer voluntarily (Queiri et al., 2015). In other words, the turnover intention is defined as an intention to terminate his or her organisational membership (Hassan et al., 2012). To further highlight, the Mobley model (1977) has been widely studied and dominated turnover research which serves as a helpful reference to further understand turnover intention (Hom et al., 2017; Moy, 2015). Mobley's model of turnover decision process illustrated a comprehensive process of one's decision process before an actual turnover behaviour occurs. According to the study presented by Mobley (1977), prior to intention to quit or stay, one will undergo eight cognitive stages which are evaluating the existing job, experiencing of job satisfaction or dissatisfaction, thinking of leaving,

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evaluating the cost of leaving or expected utility of search, intention to look for alternatives, seeking the alternatives, evaluating the alternatives and comparing the alternatives and current job. It would be followed by the ninth stage and tenth stage which are turnover intention and actual turnover behaviour respectively. Moreover, the turnover intention is highly related to time and classified as impulsive behaviour rather than rational (Mobley, 1977).

Furthermore, many of the studies described turnover intention as an important predictor of actual turnover (Mobley, 1977; Ngo-Henha, 2017; Queiri et al., 2015; Wong et al., 2015). Several studies stated that there is a strong correlation between turnover intention and turnover behaviour (Queiri et al., 2015). It can be explained by attitude theory which has been described that the measure of one's intention is the best predictor of one's behaviour (Queiri et al., 2015). To further elaborate, the turnover behaviour must be preceded by turnover intention (Wardana et al., 2020). The employees will take the initiative on terminating their organisational membership only when they intend to do so and when they thought it would be easy to do so (Ngo-Henha, 2017).

However, some of the researchers did reach a different result. According to Sun and Wang (2016), there is a study indicating that turnover intention does not always lead to turnover behaviour. Factors such as psychological factors, financial uncertainty and alternative job uncertainty may not translate intention into action. Nevertheless, Ngo-Henha (2017) claimed that turnover intention is considered more ambiguous than actual turnover. Besides, Mobley (1977) described turnover intention as a complex cognitive process that may vary among individuals. Although some of the researchers agreed that the measure of turnover intention will produce more precise results to understand the factors of turnover, one's attitude before making a turnover decision may be dependent on a variety of control variables (Ngo-Henha, 2017).

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Numerous studies have presented the factors affecting turnover intention. A study from Queiri et al. (2015) presented that work-life balance, satisfaction with fringe benefits and pay, economic situations and cultural factors will affect employees' turnover intention. Economic situations such as availability of alternative jobs and cultural factors such as job-hopping tendency will increase their decision to quit. Moreover, another study from Alias et al. (2018) presented that other factors such as communications, tasks given, environment and personal conflicts contribute to turnover intention. Furthermore, more balance in work-life would decrease turnover intention (Sakthivel & Jayakrishnan, 2012; Wardana et al., 2020). Besides, organisational commitment seemed to have a moderate negative relationship with turnover intention (Guzeller & Celiker, 2020). However, the recent study under Wardana et al. (2020) conveyed the result that organisational commitment does not directly influence employees' turnover intention. Their result indicated that a test with a combination of work-life balance and organisational commitment affected turnover intention, but not with a single variable such as organisational commitment.

With such a research gap, this study will be expected to fill this gap especially with a more narrowed sample such as the effect of work-life balance, organisational commitment and turnover intention among Generation Y employees in the IT and communication sector.

2.2 Work-Life Balance

“Work-Life Balance” was introduced in 1986 when there was a rise in issues where work is influencing the quality of the family role (Ghai, 2014). In the early days, work-life balance was mentioned as work-family conflict (Praya et al., 2020). Work-Life balance is gaining traction in public debate and it is considered to be an issue of parents who work as they need to

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balance their work and life balance to care for their offspring (Kelliher et al., 2019). Hence, work-life balance is achieved with the willingness of an employee to effectively manage their household responsibilities and job role regardless of their age or gender (Adnan Bataineh, 2019). However, there are still many debates on the solid definitions of work-life balance. Work-life balance can be categorized into different aspects of definition which are mainly, job roles in work with non-work life and conflict that occurs between work and other non-work activities (Sirgy & Lee, 2018). In other words, work-life balance can also mean that the maintenance of an employee's work and lifestyle is an important factor that contributes to success (Agarwal & Lenka, 2015). Different workers of different generations may have various interests apart from their careers. Hence, the meaning added to work-life balance varies among different individuals as they pursue different interests in activities in life (Casper et al., 2018).

Wong et al. (2017) have also shown that the workplace factors which are flexible working conditions, relations with coworkers and supervision will contribute to the work-life balance from the perspective of Malaysians. Whereas Nizam and Kam (2018), found that working hours, leave policies, work arrangements and rewards schemes are some of the important variables that affect work-life balance. Hence, poor work-life balance will increase the turnover intention as the employees have higher level of stress in the organisation (Kumara & Fasana, 2018). Work-life balance leads to satisfaction at home and work which leads to higher commitment among employees (Husin et al., 2017).

The negative consequences of the work-life balance do not only affect the employees but also the family members of the worker which may eventually lead to other social problems for them due to inadequate supervision (Tan, 2019). Other than that, worker's health, organisational performance and well-being will also be affected negatively due to a lack of work-life balance

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(Husin et al., 2017; Shaffer et al., 2016). The work-family balance affects employee wellness which contributes to the organisational commitment (Saha, 2016). Thus, the organisations and the employees should come hand in hand to resolve the issues evolving work-life balance to satisfy the needs of both ends.

According to Wong et al. (2017), it was found that almost two-thirds of Malaysian employees favor work-life balance given the higher pay. However, there are still lacking studies of work-life balance among non-western countries. According to Kim (2014), as Asian countries are mostly classified as collectivist societies, they may not value work-life balance as much as employees from individualistic societies. As such, the result of the study related to work-life balance may not be similar to a study from western countries (Zheng et al., 2015).

Hence, work-life balance is still in lack of research among work-life studies (Haar et al., 2014) and different cultural contexts. In addition to that, there is also a lack of in-depth research on the work-life balance in Malaysia (Subramaniam et al., 2015). Therefore, this study is expected to fill the research gaps mentioned relating to work-life balance.

2.3 Organisational Commitment

Organisational Commitment is “a psychological state that ties an individual to the company”, which determines their intention to stay with the organisation (Allen & Meyer, 1990). On the other hand, based on Porter et al. (1974), organisational commitment has been described as the importance of the association of an employee with the organisation. Moreover, Meyer and Allen (1991) also stated that organisational commitment has been categorized into three elements which are continuance, affective and normative commitment.

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According to Meyer et al. (2002), affective commitment is related to the emotional state of the employee, continuance commitment relates to the commitment to the organisation which is concerned with the employee's wealth and normative commitment concerns the worker's sense of duty on the basis of norms and ethics of work with the respect to the company. Affective commitment, for instance, occurs when the employee has an emotional attachment towards the company and their desire to stay (Bashir & Long, 2015). For example, continuance commitment exists when the leaving costs outweigh the advantages of staying in the company, thus making the employee be committed to the organisation (Cherian et al., 2018). Normative commitment on the other hand explains how the worker cooperates with the organisation due to the existence of laws and their belief as a responsible employee (Hadi & Tentama, 2020).

Yao et al. (2019) mentioned that connections between the employee and organisation informal or casual ways result in developing organisational commitment. It is necessary for organisations to develop organisational commitment since employees are the key to an organisation's growth and performance (Hanaysha, 2016). Hence, organisations seek employees who have a higher commitment to increase the efficiency of their organisations. Employees with higher organisational commitment tend to do their job better as it provides need fulfillment where it encompasses the employee's obligation to work for the organisation and the emotional attachment toward their company (Loan, 2020).

According to Saha (2016), organisational commitment is influenced by factors such as marital status, educational qualification, gender and age. He also stated that the prominent factors that contribute to organisational commitment are job satisfaction, leadership style and organisation climate. Other than that, it was found that the training-related variables play a significant role in the organisational commitment with employees (Kee et al., 2016). It is also

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stated in a study that teamwork is one of the prominent factors contributing to organisational commitment (Hanaysha, 2016).

Although there are many past kinds of research on the organisational commitment relating to turnover intention as a mediating variable (Al Momani, 2017; Rostiana, 2017; Zainudin et al., 2019; Zhou et al., 2020), there is still a lack of study on the direct relationship of organisational commitment with turnover intention (Puangyoykeaw & Nishide, 2015). Research on organisational commitment has found various relationships with different workplace factors that lead to an increase in job satisfaction and retention of employees, thus, this study could contribute knowledge for organisational commitment with work-life balance influencing the turnover intention among the IT and communication sector which consists of Generation Y employees.

2.4 Previous Studies on the Relationship between Work-Life Balance and Turnover Intention

Five studies reviewed in this chapter consist of consistent results on the relationship of work-life balance and turnover intention (Abdien, 2019; Fayyazi & Aslani, 2015; Jaharuddin & Zainol, 2019; Lestari & Margaretha, 2020; Tan, 2019). One of the studies is the study by Jaharuddin and Zainol (2019) investigated the impact of work-life balance on job engagement and turnover intention in Universiti Putra Malaysia, located in Kuala Lumpur, Malaysia. They have collected completed questionnaires from a total number of 213 respondents, who were employees from the executive level and higher, age ranging from 21 to 30 who were at least Degree graduates. They have collected the completed questionnaires in two places in Klang Valley, which is Wilayah Persekutuan Kuala Lumpur and Selangor. Their findings supported

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their hypothesis that higher work-life balance will lead to greater job engagement. Besides, it has also supported another hypothesis that higher work-life balance minimizes turnover intention. Not only that, they have concluded that job engagement has a negative relationship with turnover intention. By comparing the significant relationship between those three variables, they have found that although work-life balance impacts job engagement, it serves as a more important factor towards turnover intention than job engagement. In short, this study claimed that an increase in work-life balance will lead to a decrease in turnover intention. The employees would feel there is more balance in their work and their personal lives when they feel they can have control over their own lives.

On the other hand, the study of Tan (2019) investigated the relation of work-life balance to counterproductive work behaviour and turnover intention among Malaysian conducted in Universiti Tunku Abdul Rahman, Perak, Malaysia, in 2018. This study has collected valid questionnaires from a total of 399 respondents who were Malaysian working employees aged from 18 to 57. The findings indicated that a decrease in counterproductive behaviour comes with an increase in work-life balance. It could be explained by the case where employees tend to express their negative feelings by producing counterproductive behaviour when their organisation does not value their work-life balance. Besides, the result showed that work-life balance has a negative relationship with the turnover intention which was in line with most of the studies reviewed in this chapter (Abdien, 2019; Fayyazi & Aslani, 2015; Jaharuddin & Zainol, 2019; Lestari & Margaretha, 2020). Moreover, the findings also indicated that work-life balance did not contribute significantly to gender differences. In summary, this study indicated that an increase in work-life balance leads to a decrease in turnover intention. Besides, the result related to counterproductive, work-life balance and turnover intention is consistent with the majority of

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related studies; however, findings indicating insignificant gender differences in work-life balance are not consistent with the majority of the studies.

Another study by Lestari and Margaretha (2020) was to investigate the impact of work-life balance towards job engagement and turnover intention of Generation Y in employees in Bandung, Indonesia. They have collected completed questionnaires from a total number of 129 Generation Y employees in Bandung city. The majority of the respondents were aged from 25 to 29. The result indicated that the relationship between work-life balance and job engagement is not significant which was inconsistent with another study by Jaharuddin and Zainol (2019). However, there is a negative significant relationship between work-life balance and employees' turnover intention (Abdien, 2019; Fayyazi & Aslani, 2015; Jaharuddin & Zainol, 2019; Tan, 2019). The long working hours (work-life balance) might increase the attachment (job engagement) which could explain the insignificant relationship between work-life balance and job engagement. They have also found that employees who have no balance in work and personal life are more likely to seek jobs and establish turnover intentions. In summary, this study conveyed the result that work-life balance did not lead to job engagement, but turnover intention.

Moreover, the study of Abdien (2019) is to investigate the relationship between communication satisfaction, work-life balance and turnover intention among hotel employees in Egypt. A total number of 560 respondents who worked for 5-star chain-affiliated hotels in Egypt have been provided with completed questionnaires. The findings from this study supported the hypothesis that communication satisfaction has a significant negative relationship with employee turnover intention. Besides, there is a negative relationship between work-life balance with employee turnover intention. Abdien (2019) has stated that employees tend to remain in the

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organisation to achieve a balance in work and personal life. However, the researcher has found that there are inconsistent findings related to sub-elements in work-life balance. This study has found that flexible schedules and job autonomy which are classified under work-life balance have a negative relationship with turnover intention. In conclusion, the findings of this study mainly supported the hypothesis that communication satisfaction and work-life balance have negative relationships with turnover intention.

Besides, the study of Fayyazi and Aslani (2015) is to focus on the relationship between work-life balance, job satisfaction and turnover intention. They have also focused on continuance commitment as the mediating role in the relationship of job satisfaction and turnover intention. They have collected valid questionnaires from 265 employees who were operating in Iranian industrial organisations. They were aged from 26 to 45 and above. Their study conveyed the result that higher work-life balance leads to a decrease in turnover intention. Besides, they also found that higher work-life balance leads to higher job satisfaction. Other than that, they have also found that higher job satisfaction leads to a decrease in turnover intention. Interestingly, they have found that the presence of job satisfaction will lead to an insignificant relationship between work-life balance and turnover intention. Another point is that continuance commitment tones down the relationship between job satisfaction and turnover intention. The greatest contribution of this study is that employees who are loyal to their organisation are found to be less likely to have turnover intentions even though they have lower work-life balance and job satisfaction. However, the point is that this study has found that there is an impact between work-life balance and turnover intention. On the other hand, it is vital to know that lower turnover intention is not necessarily affected by merely high work-life balance and job satisfaction.

2.5 Previous Studies on the Relationship between Organisational Commitment and Turnover Intention

Five studies reviewed in this chapter consist of inconsistent results on the relationship of organisational commitment and turnover intention (Guzeller & Celiker, 2020; Kalidass & Bahron, 2015; Liu & Qin, 2015; Salahudin et al., 2016; Wang et al., 2016). The study of Salahudin et al. (2016) investigated the relationship of organisational commitment which are normative commitment, affective commitment and continuance commitment with turnover intention in Malaysia. The targeted participants of this study were enterprises who were from three states located in Malaysia such as Kuala Lumpur, Selangor and Johor. The researchers have collected 158 completed questionnaires from the respondents aged from 16 to 37 who are under the age range of Generation Y. Surprisingly, the result indicated that organisational commitment conveyed no significant relationship with the turnover intention which was in line with only one study, which is a study by Wang et al. (2016), but not the study by Guzeller and Celiker (2019), Kalidass and Bahron (2015) and Liu and Qin (2015). To be more specific, this study found that turnover intention was not affected by the two components of organisational commitment in this study which are affective and normative commitment. Although continuance commitment was found to correlate with turnover intention, this study has concluded that organisational commitment does not affect turnover intention.

Moreover, the study of Kalidass and Bahron (2015) is to investigate the impact of perceived supervisor support, perceived organisational support and organisational commitment on turnover intention. They have collected their primary data from 260 employees chosen from eight three-star hotels located in the Kota Kinabalu area. The result indicated that perceived supervisor support has a negative relationship with turnover intention. Besides, there is a

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negative relationship between perceived organisational support and turnover intention. Other than that, organisational commitment has been found to have a negative relationship with turnover intention but not all three components under organisational commitment. Continuance commitment was found to have no significant relationship with turnover intention which was not in line with the study by Salahudin et al. (2016). In summary, the result of this study shows that there is a negative relationship between perceived supervisor support, perceived organisational support and organisational commitment with turnover intention.

Other than that, this study of Liu and Qin (2015) is to investigate the relationship between organisational commitment and turnover intention among Generation Y employees. They have collected completed questionnaires from 262 respondents aged 19 to 34 and working in nine companies in Beijing, China. The result of this study indicated that the organisational commitment of Generation Y employees is not high. Besides, there is a negative relationship between organisational commitment and turnover intention which was in line with the studies by Guzeller and Celiker (2020) and Kalidass and Bahron (2015). To be more specific, three types of organisational commitment such as standard commitment, ideal commitment, and economic commitment are found to have a greater negative relationship with turnover intention. However, emotional commitment seemed to have less effect on turnover intention which was in line with the study by Salahudin et al. (2016) who stated that affective commitment has no significant effect on turnover intention. The reason behind this is that Generation Y employees' turnover decision seemed to be more rational than emotional. In short, the researcher found that organisational commitment from Generation Y employees has a negative relationship with turnover intention.

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Furthermore, the study by Guzeller and Celiker (2020) is to investigate the relationship between organisational commitment and turnover intention in the tourism and hospitality sector. The method used in this study was a correlational meta-analysis. The researchers used this method to collect and analyze the results from multiple studies systematically. They have claimed that findings using meta-analysis could be as good as individual studies. The findings presented that there is a negative relationship between organisational commitment with turnover intention among the tourism and hospitality sector, which was in line with the studies by Kalidass and Bahron (2015) and Liu and Qin (2015). It further explained that employees with a lesser emotional connection with the company were more likely to leave. The researchers stated that it was consistent with past findings which were conducted using meta-analysis as well. In summary, the researchers found that organisational commitment has a moderate negative relationship with turnover intention in the tourism and hospitality sector.

The study of Wang et al. (2016) is to examine the relationship between job satisfaction, organisational commitment and turnover intention of employees in two casinos located in Macau. They have collected completed questionnaires from 105 respondents who worked in two casinos in Macau and the majority of them were aged between 26 to 35. The result indicated that job satisfaction has a significant positive relationship with organisational commitment. The researcher stated that this finding was consistent with the previous study. However, the researchers found that organisational commitment has a negative but not significant relationship with turnover intention which was in line with the study by Salahudin et al. (2016). Surprisingly, they also found that employees who were satisfied with their job were more likely to have turnover intentions. The possible reason might be the availability of alternative jobs enabled them to have plans on leaving the company. In short, this study presented that job satisfaction

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has a significant positive relationship with organisational commitment. Organisational commitment has a negative but insignificant relationship with turnover intention. However, job satisfaction has a positive but insignificant relationship with turnover intention.

2.6 Previous Studies on the Relationship between Work-Life Balance, Organisational Commitment and Turnover Intention

Five studies reviewed in this chapter consist of inconsistent results on the relationship between work-life balance, organizational commitment and turnover intention (Al Momani, 2017; Mathews, 2018; Sitorus et al., 2018; Wardana et al., 2020; Zhou et al., 2020). The quantitative study on work-life balance, turnover intention and organisational commitment in nursing employees at X hospital, Tangerang Indonesia was conducted by Wardana et al., (2020). This study aims to investigate the effect of work-life balance on the turnover intention with the organisational commitment as one of the variables on nursing employees in a private hospital located in Tangerang, Indonesia. A total of 79 nurses and midwives were used as a saturated sample and a survey method was used to collect the information required for the study. The respondents were young aged where most of them were under 25 years old. The authors believe that this demographic factor contributes to the results obtained as younger nurses are keener in looking for career growth. Moreover, the high demand for nurses in the area of study generally allows them to look for job opportunities with better rewards or benefits. The results show that the work-life balance is positively correlated with turnover intention and organisational commitment, however, organisational commitment does not directly affect the turnover intention. A total of 50.2% were calculated and found to be correlating the work-life balance and turnover intention due to the demographic factors, job satisfaction and ability to gain promotion or rewards. Having said that, the nurses reported that regardless of the organisational

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commitment level, the turnover intention is not affected as there are various reasons related to job dissatisfaction. To conclude, organisational commitment does not directly reduce the turnover rate but it influences the work-life balance which impacts the turnover intention.

Besides, the study on the effect of work-life balance on job satisfaction, organisational commitment and turnover intentions was conducted on the workers in the banking sector by Sitorus et al., (2018). This study uses the survey questionnaire method to regulate results from a total of 142 employees from the branch offices of Bank BRI Kawi Malang and 13 BRI unit offices in Malang. Based on the data collected, it is shown that there is a significant relationship between work-life balance, job satisfaction and organisational commitment and it brings negative effects to the turnover intention. This is because the results show that the employees are most likely to remain in the organisation if their role at their work and the personal lifestyle is maintained well. Hence, the work-life balance has a negative and significant relationship with turnover intention. Whereas organisational commitment is also negative and significant to turnover intention which is in line with the study by Mathews (2018). To sum up the findings, the study suggested that the ability to balance work-life is good in predicting job satisfaction, organisational commitment and turnover intention.

On the other hand, the quantitative and correlational study was conducted by Mathews (2018), to investigate the relationship between organisational commitment, work-life balance and voluntary turnover intention of women faculty in the STEM disciplines within the United States. The samples for this study were the 424 women faculty in the STEM disciplines within the United States and data were collected through a survey. The results indicated that organisational commitment and work-life balance were statistically significant variables contributing to turnover intention which is in line with the study by Sitorus et al. (2018).

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Another quantitative study from Zhou et al. (2020) examines the relationship of family/friends towards turnover intention through the effect of the work-family conflict and organisational commitment in young preschool teachers in China. A total of 1121 Chinese young preschool teachers from China participate in this study. These participants were born in the year 1990 or after. The findings revealed that family/friends were correlated to the low turnover intention with organisational commitment as a mediating role of work-family conflict and organisational commitment. However, they stated that the role of organisational commitment influences the turnover intention and acts as a key predictor. This means that organizational commitment has a significant relationship with turnover intention, but the work-family conflict does not influence turnover intention. Besides, the study indicated that the family/friend support and work-family conflict do not affect the turnover intention independently.

Besides, the study by Al Momani (2017) on the mediating effect of organisational commitment on the relationship between work-life balance and intention to leave was conducted among 144 working women in King Abdullah University Hospital (KAUH). The data was collected through a questionnaire survey. The results of this study showed that the work-life balance, intention to leave and commitment within an organisation are significantly correlated. Hence, this study is in line with Sitorus et al. (2018) and Mathews (2018) where work-life balance and organisational commitment have significant relationship towards turnover intention.

2.7 Research Gap

Based on the past findings related to investigate the relationship between work-life balance and turnover intention, most of the studies have the similar result as an increase in work-life balance will reduce turnover intention (Abdien, 2019; Fayyazi & Aslani, 2015; Jaharuddin & Zainol, 2019; Lestari & Margaretha, 2020; Tan, 2019). However, it is important to note that the absence of loyalty would affect turnover intention even with an increase in work-life balance. Therefore, the past studies on work-life and turnover intention would be the main reference to answer our first research question: is there a significant relationship between work-life balance and turnover intention among Generation Y employees in the Malaysian IT and communication sector?

When it comes to the past findings related to organisational commitment and turnover intention, the studies showed inconsistent results. Some studies found that organisational commitment has a significant negative relationship with turnover intention (Guzeller & Celiker, 2020; Kalidass & Bahron, 2015; Liu & Qin, 2015). However, to be more specific, a study from Kalidass and Bahron (2015) found that a sub-element under organisational commitment (continuance commitment) does not have a relationship with turnover intention. In contrast, a study by Liu and Qin (2015) found that another element (emotional commitment) does not have a relationship with turnover intention. On the other hand, the studies from Salahudin et al. (2016) and Wang et al. (2016) found that the relationship between organisational commitment and turnover intention is not significant. However, Salahudin et al. (2016) found that continuance commitment is correlated with turnover intention. Although there are inconsistent findings for the relationship between organisational commitment and turnover intention, those findings will be a reference to answer our second research question: is there a significant relationship between

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organisational commitment and turnover intention among Generation Y employees in the Malaysian IT and communication sector?

When it comes to the studies of three variables such as work-life balance, organisational commitment and turnover intention, there is still a lack of study on direct relationships between these factors. This is because studies used one of the factors as a mediating variable that indirectly influences the turnover intention but does not predict or have any effect on the turnover intention (Wardana et al., 2020; Zhou et al., 2020). However, the past findings would be the reference to answer the third research question: Do work-life balance and organisational commitment influence turnover intention among Generation Y employees in the Malaysian IT and communication sector? Besides, as there should be more study on the direct relationships of work-life balance, organisational commitment and turnover intention to produce longitudinal and interventional studies (Zhou et al., 2020). The present research project would focus on the work-life balance and organisational commitment as an independent variable rather than mediating role.

Other than that, this study will be focusing on participants of Generation Y because it is stated that employees of different generations have different perspectives on the workplace environment, how to function as an employee, how to be treated and how to treat others (Stewart et al., 2017). Having such even though there are many studies on characteristics of Generation Y in various sectors for example study by Guzeller and Celiker (2020) in the hospitality sector and the study by Al Momani (2017) in the hospital sector; however, there is still a lack of studies specifically on the Malaysian IT and communication sector (Yuin et al., 2019). Besides, there was a shortage of research on the intention of the employees of Generation Y in the ICT sector in Malaysia (Weeratunga et al., 2020).

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Therefore, a systematic literature review stated above also shows a need for the study of work-life balance, organisational commitment and turnover intention among Generation Y employees in the Malaysian IT and communication sector.

2.8 Theoretical Framework

2.8.1 Herzberg's Two Factor Motivation-Hygiene Theory

Definition of Theory. Herzberg's Motivation-Hygiene Theory is known as the two-factor theory which was affected by Maslow's Hierarchy of need theory and was published by Herzberg, Mausner and Snyderman in 1959 (Gawel, 1996). It is made up of two components which are the motivator factors also known as intrinsic and hygiene factors as extrinsic factors (Alshmemri et al., 2017). Hygiene factors are extrinsic factors that are responsible for decreasing dissatisfaction (Ali & Islam, 2013). Working environment, supervision, salary, rewards and relation with coworkers are some factors that are included as extrinsic factors (Park & Johnson, 2019). Whereas job satisfaction of employees can be increased by motivator factors which include growth and learning, recognition and interest in the workplace (Chu & Kuo, 2015).

According to a qualitative study by Ruiz and Davis (2017) that was conducted on millennials which applied Herzberg's theory stated that the most effective motivators or hygiene factors are related to other employees, quality of supervision and working conditions. This works as an effective way to retain employees. Other than that, Paulsen et al. (2020) have stated that the presence of the motivator factors is beneficial for the employees, thus increasing the employee's performance and their intention to stay within the company. According to Nanayakkara and Dayarathna (2016), motivator factors and hygiene factors are important to motivate the workers to be involved in the organisation and to reduce dissatisfaction and increase job satisfaction. The

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turnover intention in an employee is affected when factors that cause job satisfaction are affected negatively, hence motivation factors are essential to prevent turnover intention (Ngo-Henha, 2017). Thus, it is shown that motivator and hygiene factors proposed by Herzberg's Theory are important to reduce turnover intention.

Generation Y employees focus on different factors such as work-life balance and flexible working time arrangements in their workplace (Fernandez Nievas & Thaver, 2015). Hence, this has become one of their prominent factors that determines the continuance of the career and also contributes to the motivation of the employee to work in the organisation (Mahmoud et al., 2020). According to Shafee et al. (2020), work-life balance is significantly correlated with work motivation. Hence, the theoretical framework adopted for this study will refer to Herzberg's Motivation-Hygiene theory. In this study, the work-life balance is one of the hygiene factors according to Herzberg's Motivation-Hygiene Theory where the absence of this condition will lead to dissatisfaction of the worker in an organisation. Based on the theory, factors that cause dissatisfaction such as supervision, wages, salary, interpersonal relations and organisation policies and work environment (Chu & Kuo, 2015). According to Byrne (2005), work-life balance in a workplace is meant by having flexible working hours, job sharing and flexible benefits. In line with work-life balance, it is suggested that, if this factor is not satisfied, it will lead to lower job satisfaction which will eventually initiate turnover intention. In sum, according to Herzberg's Motivation-Hygiene Theory, work-life balance acts as a motivator factor that influences job satisfaction which then contributes to the turnover intention of the employee.

2.8.2 *Self Determination Theory (SDT)*

Definition of Theory. Another theory that is related to this study is the Self Determination Theory (SDT). This theory posits the macro theory of the motivation of humans which has been widely used in various sectors including job motivation and management (Deci et al., 2017). The core value of this theory is relatedness, autonomy and competence which is based on the psychological needs of a person (Wiedemann, 2016). Autonomy defines having the sense of choice of one's own life (Rigby & Ryan, 2018) where it is shown that having autonomous motivation predicts greater work commitment (Olafsen et al., 2017). Autonomous motivation is an fully intrinsic motivation where the effort is entirely within an individual (Wiedemann, 2016) and the employee will begin to feel ownership and willingly perform their jobs. Hence, this drives the employee to be absorbed in their work which increase organisational commitment. Whereas relatedness means having the feeling of belonging and being connected. Employees who have good relationships with their coworkers and direct managers tend to feel supported once the need for relatedness is achieved. Competence means to be successful and at high performance. Hence, the need to succeed will push the employees to engage and strive for mastery towards growth in their career (Rigby & Ryan, 2018).

As such, these psychological needs are crucial in the workplace which will affect the employee's efficiency, motivation and well-being (Deci et al., 2017). According to Collie et al. (2016), it is stated that fulfillment of these needs will increase organisational commitment. It is also found that Self-Determination Theory can be used to describe the organisational commitment of the employees (Abou-Moghli, 2019). Moreover, based on a study conducted by Abou-Moghli (2019), it was also reported that the SDT is relevant in influencing the employee's behaviour in an organisation and it is crucial for practitioners in managing the employee's level

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of commitment. In addition to that, studies show that the principles of SDT are needed to evaluate the affective commitment of the employee (Becker et al., 2015; Olafsen et al., 2017) which is the emotional attachment that the employees possess towards the organisation (Mercurio, 2015).

2.9 Conceptual Framework

Figure 2.0

Model of Proposed Framework

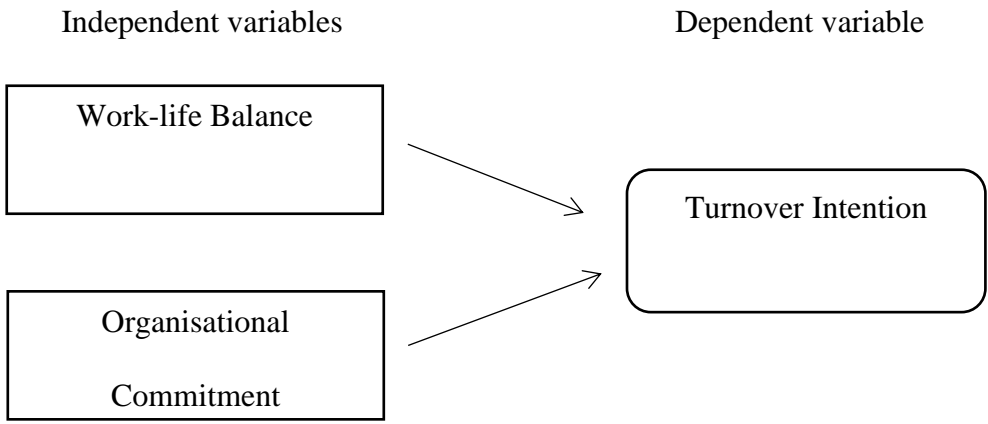


Figure 2.0 represents the proposed conceptual framework in this study. The conceptual framework illustrates how the independent variables influence the dependent variables. The independent variables of this study are work-life balance and organisational commitment whereas the dependent variable of this study is turnover intention.

2.10 Chapter Summary

In conclusion, this chapter provides a comprehensive review of past studies relevant to the relationship between the independent variables and dependent variables. Theoretical and conceptual framework have been proposed as well. In the next chapter, chapter 3, the proposed methodology will be presented with the aspect of research design, research sample, instrumentation, research procedure, and data processing and analysis plan.

Chapter III

Methodology

3.0 Introduction

In this chapter, researchers focused on the aspect of research design, research sample, instrumentation, research procedure, and data processing and analysis plan.

3.1 Research Designs

In this study, a quantitative method is adopted to study the intention of Generation Y employees on turnover through work-life balance and organisational commitment. According to Apuke (2017), quantitative research is using statistical methods to collect and analyze numerical data.

A cross-sectional design was used as it can collect data from many different individuals at one time. The individuals might be different in ages or stages of development. There are several advantages of using a cross-sectional design which is the study can be conducted in a short period and with little loss of subject (Busk, 2014). This research design does not need a long period to follow up on the participants, hence it is time-saving. Furthermore, by using this research design, the data only need to be collected once instead of follow the sample over time which may avoid the issues of loss of subject (Levin, 2006).

Moreover, the correlational design was used to investigate the effect of work-life balance and organisational commitment on turnover intention. According to Walker (2005), the researchers seek to study the linkage between variables without implementing an intervention in

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correlational design. Correlational research aims to identify variables that have some kind of relationship so that a change in one causes a change in another. Furthermore, the data was collected from the target participants through the distribution of questionnaires in the form of a survey. According to Privitera (2014), the survey research design is a technique that can be used for evaluating or describing a person or group by using written or oral survey forms.

3.2 Sampling Techniques

In this study, a non-probability sampling method was adopted because there is no equal chance for all the members of the population to participate. The selected sample must fulfill certain traits or characteristics. Only participants who working in the IT and communication industry in Klang Valley (Selangor and Wilayah Persekutuan Kuala Lumpur) and being between the ages of 20 and 40 can participate in this study. Participants who are under the age of 20, over the age of 40, or who do not work in the IT and communication industry in Klang Valley (Selangor and Wilayah Persekutuan Kuala Lumpur) will be excluded from this study. The advantages of using a non-probability sampling method are fast response rate and cost-effectiveness.

Therefore, this study used a purposive sampling method to look for the first participant who fulfills the criteria. After that snowball sampling method will be used to look for other suitable participants. The purposive sampling method is a method that intentionally selects individuals who fulfill the criteria so that they can contribute important information to the research (Taherdoost, 2016). In the purposive sampling method, the targeted participant must meet two criteria mentioned above. This will help researchers to filter out the participants or responses that do not meet the specific criteria. After getting the first participant, a snowball

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sampling method will be used to find more participants. The snowball sampling method is where the existing participant will help to recruit other participants by providing a referral. It is helpful for the researchers to know little about the target sample to study, as it will direct the researchers to other groups by contacting one or a few individuals (Etikan & Bala, 2017). Just like a snowball, this sampling method will roll and go on, the size will become larger and larger till there are enough participants for this study.

3.3 Participants

The targeted participants for this study are employees of Generation Y (aged between 20 to 40 years old) in the IT and communication sector in Klang Valley. In this study, researchers will look for target participants from IT and communication companies, as the IT and communication sector found to have the highest turnover rate in non-manufacturing companies (Latif & Saraih, 2016; Goh, 2012). This study is expected to collect participants who are working in Selangor and Wilayah Persekutuan Kuala Lumpur, Klang Valley as these two states possess the highest density of organisations in Malaysia (Jaharuddin & Zainol, 2019). G* power 3.1.9.4 free sample size calculator that was developed by Faul et al., (2009) was used to calculate the sample size. The result of G* power showed that the minimum of the sample size is 122 participants and the effect size calculated by using G* power is $f^2 = 0.13$. According to PIKOM's ICT Industry Outlook in Malaysia (2019), the population of employees in the ICT industry in 2017 is 1.09 million. It has a 2.0% increase from 2016 to 2017 which is from 1.07 million to 1.09 million. ICT is a short form of information and communication technologies that can be defined as a wider term for IT which is referring to all information and communication technologies. The total participants recruited in this study is 147 which is extra 25 participants more than the minimum sample size.

3.4 Instrumentation

For this study, the researchers divided it into 4 parts. Part A is Demographic Factor, Part B is Work-Life Balance Inventory, Part C is Organizational Commitment Scale and Part D is Turnover Intention Scale (TIS-6). The research instruments used in this study are the Work-Life Balance Inventory, Organizational Commitment Scale, and Turnover Intention Scale (TIS-6). These three instruments are used to measure work-life balance, organisational commitment, and turnover intention respectively.

3.4.1 Demographic Factor

In this study, the targeted participants are Generation Y employees in the Malaysian IT and communication sector. However, there is other personal information that the researchers have collected from the participants. The researchers have obtained the age, gender, ethnicity, religion, working place, state, working experience, educational qualifier, and marital status from the participants.

3.4.2 Work-Life Balance Inventory

Work-Life Balance Inventory adapted by Hayman (2005) which was initially developed by Fisher-McAuley et al. (2003) was adopted to measure work-life balance. This scale is helpful for the organisations to analyze the non-work domain of employees (Yusuf, 2018). This scale measures work-life balance from three dimensions. There are 15 items in three subscales which are work interference with personal life, personal life interference with work and work/personal life enhancement. The example of the item is "My personal life suffers because of work." There are five reversed items since they are negatively worded, it includes item 7 in subscale WIPL and

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item 8,9,10,11 in subscale PLIW. This scale used a 5-point Likert scale, with items ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). The total sum of the scores from three dimensions is referred to as work-life balance. This scale has a minimum score of 15 and a maximum score of 75. A higher score meant that there was a good work-life balance and the Work-Life Balance Inventory's Cronbach Alpha is 0.87 (Yusuf, 2018).

Table 3.0

Work-Life Balance Inventory

Dimension	Positive Items	Negative Items	Total Number of Items
Work Interference with Personal Life (WIPL)	1,2,3,4,5,6	7	7 items
Personal Life Interference with Work (PLIW)	-	8,9,10,11	4 items
Work/Personal Life Enhancement (WPLE)	12,13,14,15	-	4 items

3.4.3 Organizational Commitment Scale

Allen and Meyer's (1996) Organizational Commitment Scale was used to assess employee commitment to the company (Cesário & Chambel, 2017). There are three subscales for three dimensions in this scale which are affective commitment, continuance commitment, and normative commitment. This scale has a total of 18 items, with 6 items in each dimension. The items for the affective commitment dimension are item 1 to item 6. Item 7 to item 12 are items for continuance commitment dimension. The items for the normative commitment dimension are items 13 to item 18. An example of the item is "I would feel guilty if I left this organization now." There are four negatively worded items which are items 3,4, 6 in the affective

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commitment subscale and item 13 in the normative commitment subscale. This scale uses a 5-point Likert scale. The scale ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*. The scoring method is to sum up all the scores of each item. 18 points are the minimum score while 90 points are the maximum score. The higher the scores, the greater the commitment of the employee to the organisation (Erdogan & Yildirim, 2017). This Organizational Commitment Scale has a Cronbach Alpha of 0.89. (Rafiei & Amini, 2014).

Table 3.1

Organizational Commitment Scale

Dimensions	Positive Items	Negative Items	Total Number of Items
Affective Commitment	1,2,5	3,4,6	6 items
Continuance Commitment	7,8,9,10,11,12	-	6 items
Normative Commitment	14,15,16,17,18	13	6 items

3.4.4 Turnover Intention Scale (TIS-6)

The Turnover Intention Scale (TIS-6) designed by Bothma and Roodt was used to assess turnover intentions (2013). This scale is used to measure the intention of employees to either remain with or leave the current organisation. The total score of the six items determines whether employees intend to leave the company. TIS-6 comprises 6 items such as “How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?” Item 5 and item 6 are reversed items. The intention of employees to leave is measured using a Bipolar 5-step response scale with two opposites (never - always; to no extent - to a very large extent; highly unlikely - highly likely). TIS-6 has a minimum score of 6 and a maximum score of

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30. The scoring method is the addition of all the single items score, the higher score indicated higher turnover intention, and the Cronbach Alpha for TIS-6 is 0.88 (Anjum & Muazzam, 2018).

Table 3.2*Turnover Intention Scale (TIS-6)*

Scale	Positive Items	Negative Items	Total Number of Items
TIS-6	1,2,3,4	5,6	6 items

3.5 Pilot Study**Table 3.3***Reliability Test of Pilot Study*

Variables	Pilot Study (N=30)
Work-Life Balance Inventory	.77
Organizational Commitment Scale	.81
Turnover Intention Scale (TIS-6)	.78

A pilot study was conducted to pre-test the research instruments used in this research, Work-Life Balance Inventory, Organizational Commitment Scale and Turnover Intention Scale (TIS-6). The reliability result of each instrument has computed by SPSS indicated whether the instruments are reliable to be used in this research. The pilot study included 30 participants, and the reliability test was calculated using Statistical Package of Social Science. The results indicated that all the instruments' Cronbach's Alpha is above .70, which is highly reliable. The

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Cronbach's Alpha for Work-Life Balance Inventory, Organizational Commitments Scale and Turnover Intention Scale (TIS-6) are .77, .81 and .78 respectively. The reliability levels of Cronbach's Alpha values can refer to Appendix F.

3.6 Research Procedure

This study used Qualtrics Survey Software to distribute questionnaires to the targeted participants who are Generation Y employees in the Malaysian IT and communication sector. The duration of collecting data is 1 month which is from 20th January 2021 to 21st February 2021. The researcher sent the online link to the participants so that they can assess the questionnaire. After getting a response from the first participant, the researchers have asked the participant to refer this questionnaire to his/her colleagues or friends who meet the requirements and criteria of this study.

This questionnaire consisted of three sections which are informed consent, demographic part and instruments. In the first section, the informed consent included the aim and purpose of this study, the duration of answering this questionnaire, contact information of researchers, instructions, and the privacy and confidentiality clause. In the second section, the demographic part required the participants' personal information such as gender, ethnicity, age, religion, and working place (state). In the third section, there are three instruments which are Work-Life Balance Inventory, Organizational Commitment Scale, and Turnover Intention Scale (TIS-6).

Before answering the questionnaire, the participants were needed to read the instructions carefully and sign the informed consent. The questionnaire took about 10-15 minutes to complete. The answer of the participants has been submitted to the researchers after they finished

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it. After collecting the data, the researchers then proceeded to analyze the data by using IBM SPSS Statistics version 23.0.

3.7 Ethical Consideration

To ensure that this study could be conducted appropriately, researchers implemented some ethical considerations before conducting this study. The reference number of the ethical approval is U/SERC/04/2021. Firstly, all the participants were given the informed consent form before they answered the questionnaire to comply with ethical considerations. The targeted participants were informed that this research was based voluntarily which means that the participants will have the right to choose whether they are willing to contribute to this research. There would be no penalty for them to withdraw from the participants if they felt uncomfortable when the research was in process. Moreover, all the data that has been collected is only available to be viewed by the supervisors and researchers for academic purposes. This research ensured all the data that was given by the participants to be safe and maintain confidentiality.

3.8 Data Processing and Analysis Plan

In this study, IBM SPSS Statistics version 23.0 has been used to analyze the data gathered from the participants. The demographic information such as age, gender, ethnicity, and religion were analyzed through descriptive analysis. The predictors, work-life balance, organisational commitment and the dependent variable which is turnover intention were analyzed through inferential analysis which are Pearson Product-Moment Correlation (PPMC) and the Multiple Regression Analysis test (MRA).

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The correlation between work-life balance, organisational commitment, and turnover intention were measured using PPMC. The reason for using PPMC is the Pearson correlation coefficient is a statistical measure indicating the direction, strength, and significance of the linear relationship between each IV and DV (Walk & Rupp, 2010). For PPMC, the value +1 indicated a perfectly positive correlation, while -1 indicated a perfectly negative correlation (Sekaran & Bougie, 2013). The level of correlation can refer to Appendix G.

MRA was used to examine the relationship between work-life balance and organisational commitment and turnover intention. It clarifies the change in the dependent variable by using several independent variables (Sekaran & Bougie, 2013). MRA will indicate the relationship and significance of each IV in terms of DV prediction.

Table 3.4

Analysis Test

Analysis Test	Objective
Pearson Product- Moment Correlation (PPMC)	Research objective 1 Research objective 2
Multiple Regression Analysis Test (MRA)	Research objective 3

3.9 Chapter Summary

In a nutshell, this study used quantitative methods, cross-sectional design, correlational design, and survey research design. The Generation Y employees in the IT and communication sector were selected as the sample for this study through a purposive sampling method and snowball sampling method. The instruments that have been used for this study are the Work-Life

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Balance Inventory, Organizational Commitment Scale, and Turnover Intention Scale (TIS-6).

PPMC and MRA were performed by IBM SPSS version 23.0.

Chapter IV

Results

4.0 Introduction

In this chapter, the collected data was analysed through descriptive analysis and inferential analysis. Participant's demographics information was analysed through descriptive analysis. Three variables were analysed through PPMC and MRA.

4.1 Descriptive Analysis

Table 4.0

Participants' Demographics

Participants Information	n	%
Age		
20-25	71	48.3
26-30	32	21.8
31-35	17	11.6
36-40	27	18.4
Gender		
Male	77	52.4
Female	70	47.6
Ethnicity		
Malay	15	10.2
Chinese	107	72.8
Indian	20	13.6
Others	5	3.4
Religion		
Muslim	17	11.6
Buddhism	102	69.4
Hinduism	20	13.6

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Christianity	7	4.8
Others	1	0.7
Working State		
Selangor	73	49.7
Wilayah Persekutuan Kuala Lumpur	74	50.3
Working Experience		
1-5years	94	63.9
6-10years	18	12.2
11-15years	18	12.2
16-20years	17	11.6
Educational Qualifier		
SPM	19	12.9
STPM	2	1.4
Diploma	26	17.7
Degree	93	63.3
Master	5	3.4
PhD	1	0.7
Others	1	0.7
Marital Status		
Single	116	78.9
Married	31	21.1

Table 4.0 indicated the demographic information of the participants who participated in this study. The age range for this study is 20 to 40 years old which represents Generation Y.

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Result showed that the highest percentage age group is 48.3%, the participants are 20 to 25 years old (n=71), 21.8% of them are 26 to 30 years old (n= 32), the lowest percentage is 11.6%, the participants are 31 to 35 years old (n=17), 18.4% of them are 36 to 40 years old (n=27).

Furthermore, our study consisted of 77 males (52.4%) and 70 females (47.6%). Besides, 10.2% of them are Malay (n=15), 72.8% of them are Chinese (n=107), 13.6% of them are Indian (n=20), 3.4% of them are under other category consist of Egyptian, Middle Eastern and Sikh. Among all of the participants, there are 11.6% of Muslim (n=17), 69.4% of Buddhist (n=102), 13.6% of Hindus (n=20), 4.8% of Christians (n=7) and there is only one person in others category.

There are 73 participants who work at Selangor (49.7%) and 74 participants who work at Wilayah Persekutuan Kuala Lumpur (50.3%). Besides, there are 63.9% of the participants have 1 to 5 years of working experience (n=94), participants who have 6 to 10 years and 11 to 15 years of working experience have the same percentage which is 12.2% (n=18) for each category. The minority of the participants has 16 to 20 years of working experience which is 11.6% (n=17).

For the educational qualifier, most of the participants are having a bachelor's degree which is 63.3% (n=93), second highest is diploma 17.7% (n=26), followed by SPM 12.9% (n=19). There are 3.4% (n=5), 1.4% (n=20) of participants are having master educational level and STPM respectively. There is only one PhD (0.7%) and one is ICAEW under the others category (0.7%). Lastly, most of the participants are single. There are 116 of them are single (78.9%) and 31 of them are married (21.1%).

Initially, the number of participants recruited for this study is 154. However, the researchers found 7 outliers through the boxplot, the outliers are being removed. Thus, the total

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number of participants is 147. It is 25 people more than the minimum sample size of 122. The sample size is calculated by using G^* power with the effect size $f^2 = 0.13$.

4.2 Inferential Analysis

4.2.1 Pearson Product-Moment Correlation

Table 4.1

Correlations among Work-Life Balance, Organisational Commitment and Turnover Intention

Variables	WLB	OC	TI
1. Work-Life Balance	-	.358	-.215**
2. Organisational Commitment	.358	-	-.830**
3. Turnover Intention	-.215	-.830	-

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

4.2.1.1 Hypothesis 1

H_0 : There is no significant relationship between work-life balance and turnover intention among Generation Y employees in Malaysian IT and communication sectors.

H_1 : There is a significant relationship between work-life balance and turnover intention among Generation Y employees in Malaysian IT and communication sectors.

Table 4.1 indicated the result of Pearson Product-Moment Correlation analysis between work-life balance and turnover intention. The result revealed that work-life balance and turnover intention had a significant negative relationship ($r = -.215$, $N = 147$, $p < .001$). This means that when people have a good work-life balance, they are less likely to leave. The correlation coefficient was .215, which was within the range of .20 to .39. Hence, work-life balance and turnover intention were found to have a weak relationship. Furthermore, the p-value was less

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than .001 so work-life balance and turnover intention had a significant relationship. Therefore, the first alternative hypothesis was accepted, while the first null hypothesis was rejected.

4.2.1.2 Hypothesis 2

H₀₂: There is no significant relationship between organisational commitment and turnover intention among Generation Y employees in Malaysian IT and communication sectors.

H₂: There is a significant relationship between organisational commitment and turnover intention among Generation Y employees in Malaysian IT and communication sectors.

Based on Table 4.1, the findings revealed that the relationship between organisational commitment and turnover intention was significantly negative which is $r = -.83$, $N = 147$, $p < .001$. Hence, when there is a high level of organisational commitment, there is a low likelihood of turnover. The value of the correlation coefficient was $-.83$ which indicated a very strong relationship between organisational commitment and turnover intention as it fell under the coefficient range of $.80 - 1.0$. Moreover, organisational commitment and turnover intention were found to have a significant relationship due to the p-value was smaller than .001. Therefore, the second alternative hypothesis has been accepted, whereas second null hypothesis has been rejected.

4.2.2 Multiple Regression Analysis Test

4.2.2.1 Hypothesis 3

H₀₃: Work-life balance and organisational commitment do not influence turnover intention among Generation Y employees in Malaysian IT and communication sectors.

H₃: Work-life balance and organisational commitment influence turnover intention among Generation Y employees in Malaysian IT and communication sectors.

Table 4.2

Model Summary of R – Square Value

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.728	.724	.966

a. Predictors: (Constant), Work-Life Balance, Organisational Commitment

b. Dependent Variable: Turnover Intention

In this study, researchers had conducted Multiple Regression Analysis to identify which is the strongest predictor among work-life balance and organisational commitment towards turnover intention. Table 4.2 showed that the value of R- square is .728. R square value in this study is the explanation about the percentage of the independent variable (work-life balance and organisational commitment) that can explain the variation in the dependent variable (turnover intention). According to Table 4.2, the result showed that work-life balance and organisational commitment can explain 72.8% of the variations in turnover intention. It means that 72.8% of changes in turnover intention can be explained by the changes in work-life balance and organisational commitment. The strength of the relationship between work-life balance,

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organisational commitment and turnover intention is measured by R-square. There are 27.2% of the variations which is unable to be explained by this study, this indicated that there are other variables that can be used to explain turnover intention.

Table 4.3*Analysis of Variance*

ANOVA ^a					
Model	Sum of Square	df	Mean Square	F	Sig.
Regression	360.209	2	180.104	192.827	.000 ^b
Residual	134.499	144	.934		
Total	494.707	146			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Work-Life Balance, Organisational Commitment

Based on Table 4.3, the findings showed both work-life balance and organisational commitment significantly predicted turnover intention, $F(2, 144) = 192.827, p < .001$. The p-value (.001) was found to be smaller than the alpha value (0.05). As a result, the F-value of 192.827 was found to be significant. This study's model accurately describes the relationship between work-life balance, organisational commitment, and turnover intentions. Work-life balance and organisational commitment were significantly explained the variance of turnover intention. Hence, the third alternative hypothesis was accepted while the third null hypothesis was rejected.

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Table 4.4*Coefficients and collinearity*

Model	Coefficients ^a				
	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
B	Std.Error	Beta			
1 (Constant)	20.687	1.176		17.585	.000
Work-Life Balance	-.081	.018	-.199	-4.565	.000
Organisational Commitment	-.130	.007	-.813	-18.646	.000

Dependent Variable: Turnover Intention

Work-life balance and organisational commitment were both measured by multiple regression analysis to test whether there predicts turnover intention significantly. The findings of the multiple regression analysis indicated that work-life balance and organisational commitment have explained 72.8% of the variance ($F(2, 144) = 192.827, p < .001$). The result indicated that work-life balance was a significant predictor of turnover intention ($\beta = -.199, p < .001$). Besides, organisational commitment predicted turnover intention significantly as well ($\beta = -.813, p < .001$). Organisational commitment had a greater impact than work-life balance ($\beta = -.813$ and $\beta = -.199$) on Generation Y employees in the Malaysian IT and communication sector's turnover intention. Therefore, organisational commitment is the stronger predictor for turnover intention compared to work-life balance. Hence, the third alternative hypothesis was accepted while the third null hypothesis was rejected.

4.3 Chapter Summary

Table 4.5

Results of Analysis Test

Analysis Test	Hypotheses	Results
PPMC	Hypothesis 1	Reject null hypothesis and accept alternative hypothesis.
PPMC	Hypothesis 2	Reject null hypothesis and accept alternative hypothesis.
MRA	Hypothesis 3	Reject null hypothesis and accept alternative hypothesis.

In conclusion, descriptive analysis, PPMC and MRA tests were conducted to analyse the data obtained from the survey by using SPSS. According to Table 4.5, the result of PPMC showed that there is a significant negative relationship between work-life balance and turnover intention. It also showed that there is a significant relationship between organisational commitment. However, the result of MRA showed that work-life balance and organisational commitment significantly predicted turnover intention. It also found that organisational commitment is the stronger predictor for turnover intention compared to work-life balance.

Chapter V

Discussions

5.0 Introduction

In this chapter, the discussion on variables will be covered through support from past studies in order to answer the three research questions that have been asked earlier in this paper. Besides, theoretical implication, practical implication, limitations of the research, and recommendations of the research will be covered.

5.1 Discussion on Variables

5.1.1 Relationship between Work-Life Balance and Turnover Intention

The alternative hypothesis 1 in this study proposed that there is a significant relationship between work-life balance and turnover intention among Generation Y employees in Malaysian IT and communication sector. The result of this study showed that when the work-life balance is high, the turnover intention is low, thus alternative hypothesis 1 is supported.

It is consistent with the past studies by Abdien (2019) and Jaharuddin and Zainol (2019), who indicated the significant negative relationship between overall work-life balance and employee turnover intention. Besides, it is also in line with the past studies by Fayyazi and Aslani (2015) and Lestari and Margaretha (2020) who indicated that employees have a higher tendency to seek jobs when they experience an out of balance in work and personal life. Moreover, it is also consistent with the past study by Tan (2019) who discovered that work-life balance has a negative influence on turnover intention among Malaysian employees.

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The possible reason for the significant negative relationship between work-life balance and turnover intention is the presence of job engagement. According to Anitha (2014), employees with a higher work-life balance are more engaged in their job. Employees who are more engaged in their job tend to have lesser turnover intentions (Jaharuddin & Zainol, 2019; Kumar & Pansari, 2015). In other words, employees who are satisfied with the work-life balance they tend to find more meaning in their job, express themselves more during their role performances, and less like to get distracted. Thus, employees who are in these conditions are less likely to have turnover intentions.

Moreover, employees with a better work-life balance are more satisfied with their jobs (Bonenberger et al., 2014; Christian & Ellis, 2014; Fayyazi & Aslani, 2015; Kumara & Fasana, 2018). As a result, employees who have higher job satisfaction would have lower turnover intention compared to others (Bonenberger et al., 2014; Fayyazi & Aslani, 2015). Given that employees who are happy with their job are more likely to have good control in balancing work and personal life (Kumara & Fasana, 2018), eventually, they will tend to have lower turnover intention.

Besides, low work-life balance is caused by inflexible work (Deshwal, 2015; Pradana & Salehudin, 2015; Shagvaliyeya & Yazdanifard, 2014). Inflexible work results in insufficient time for the employees, especially for the women who are holding more responsibility to take care of the children and house chores, to manage their personal life which may lead to stress (Shagvaliyeya & Yazdanifard, 2014). By having a low work-life balance and higher stress during work, the turnover intention will tend to be higher (Abdien, 2019; Fayyazi & Aslani, 2015; Jaharuddin & Zainol, 2019; Lestari & Margaretha, 2020; Pradana & Salehudin, 2015; Tan, 2019). The factors contributing to stress which are work overload, unclear role expectation and

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unrealistic job expectation would increase employees' stress level (Pradana & Salehudin, 2015). Moreover, Shagvaliyeya and Yazdanifard (2014) claimed that inflexible work would decrease job satisfaction which may result in higher turnover intention.

5.1.2 Relationship between Organisational Commitment and Turnover Intention

The alternative hypothesis 2 in this study proposed that there is a significant relationship between organisational commitment and turnover intention among Generation Y employees in the Malaysian IT and communication sector. The result of this study showed that when the organisational commitment is high, the turnover intention is low. Thus, alternative hypothesis 2 is supported.

It is consistent with the past studies by Guzeller and Celiker (2020) and Kalidass & Bahron (2015) who indicated that there is a negative correlation between organisational commitment and turnover intention. Besides, it is also consistent with the past study by Liu and Qin (2015) who discovered that organisational commitment has a negative significant relationship towards turnover intention among Generation Y employees.

The possible reason for the significant negative relationship between organisational commitment and turnover intention is due to ideal commitment. Ideal commitment is related to career development and personal growth, which will influence turnover intention (Liu & Qin, 2015). As Generation Y employees tend to value career development and personal growth more (Guzeller & Celiker, 2020; Liu & Qin, 2015), when their jobs have met these job expectations, they tend to have higher organisational commitment which means higher ideal commitment (Liu & Qin, 2015). Thus, high ideal commitment will lead to low turnover intention (Liu & Qin, 2015).

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Moreover, Wang et al. (2016) found that age and experience level are related to turnover intention. The older the age of the employees, and the longer in a period where the employees work in the company, where they will have a higher organisational commitment towards the company (Guzeller & Celiker, 2020; Sušanj & Jakopec, 2012). Thus, they tend to have lesser turnover intentions. When Generation Y employees realize they have fewer opportunities to get promoted because of the low experience level and young age, it will limit them from reaching their career goal (Liu & Qin, 2015). According to Wang et al., (2016), when employees have found that it is hard to get promoted, they tend to perform job-hopping behaviour which is highly related to turnover intention (Wang et al., 2016).

Other than that, the presence of job engagement could be another factor of the negative significant relationship between organisational commitment and turnover intention. Organisational commitment was found to have positive effects such as job engagement (Guzeller & Celiker, 2020). According to Kumar and Pansari (2015), job engagement will lead to low turnover intention. Besides, Guzeller and Celiker (2020) has stated that low turnover intention is the strongest predictable outcome for job engagement. Therefore, employees who express themselves emotionally, physically, and cognitively while performing their roles are less likely to leave.

5.1.3 Regression Analysis

The alternative hypothesis 3 in this study proposed that work-life balance and organisational commitment influence turnover intention among Generation Y employees in Malaysian IT and communication sector. As mentioned in the previous chapter, the result

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showed that both work-life balance and organisational commitment significantly predicted turnover intention. Hence, the alternative hypothesis 3 has been supported.

This result ties well with previous studies of Sitorus et al. (2018) and Mathews (2018) stated that both work-life balance and organisational commitment are significant predictors of turnover intention. In addition to that, according to Mathews (2018), it was found that affective commitment, a sub element of organisational commitment had a strongest impact towards turnover intention compared to work-life balance. Hence, these results show that affective commitment and turnover intention have a significant and negative relationship. Moreover, according to Al Momani (2017), it is also found that work-life balance and three models of organisational commitment (affective, normative and continuance) showed a significant relationship with intention to leave the organisation. However, these studies focused on the sub-element of the organisational commitment rather than the general perspective as presented in this study.

There are also some inconsistencies of results from past study by Wardana et al. (2020), where in this study it showed that work-life balance and turnover intention have a significant relationship but organisational commitment does not influence the turnover intention of the employees. It shows that the level of commitment of the employees does not affect the employees' turnover intention. According to Zhou et al. (2020) it is reported that organisational commitment is one of the vital predictive variables towards turnover intention; however, they reported that the work-family conflict variable is not significant towards turnover intention.

Having said that, there are inconsistency of results present and lack of direct relationship of work-life balance and organisational commitment with turnover intention. As such, this study

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on Generation Y in Malaysian IT and communication sector showed that organisational commitment has a greater impact on turnover intention compared to work-life balance. The engagement between the employees and organisation plays a more vital role in retaining the employee compared to having flexible schedules and working hours is less likely to influence the turnover intention of an employee. Hence it shows that organisational commitment has a greater impact on the employees to have turnover intention.

5.2 Theoretical and Practical Implication

This study proposed several insights on the theoretical and practical implications on the work-life balance, organisational commitment and turnover intention among Generation Y in the Malaysian IT and communication sector for the academics and human resource (HR) practitioners. This study contributes to the understanding of the Generation Y work culture as there is an evolution in work culture. The ability to predict the turnover intention will allow the HR practitioners to pay more attention to work-life balance and organisational commitment in order to satisfy the employees to retain their employees. As a result, it recommends that HR should consider the factors, work-life balance and organisational commitment in planning work schedules, facilities and programs for the employees to reduce the turnover intention.

Moreover, this study will be able to benefit organisations to better understand the reasons behind the increasing turnover rate in this era. Thus, this gives some input for the organisations to take these factors suggested in this study to retain their employees. From this study, it can be seen that the participants of this study value organisational commitment more compared to work-life balance.

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The current study also examined the relationship between work-life balance and organisational commitment with turnover intention respectively, allowing a direct relationship to be identified. This will be beneficial for future researchers when it comes to further exploration of our variables.

5.3 Limitations and Recommendations

The first limitation is the absence of the studies of causal relationship, bidirectional relationship, and mediating variables, due to the limited time given for the research study. Although this study has studied the direct relationship of work-life balance and organisational commitment towards turnover intention at a point of time, it has failed to recognize the causal relationship, bidirectional relationship, and mediating variable which has been detected in past studies. Some studies indicated that work-life balance and organisational commitment had a positive relationship (Alzamel et al., 2020); organisational commitment conversely predicts work-life balance as well (Benligiray & Sönmez, 2012). Besides, some studies revealed that organisational commitment acts as a mediating role between work-life balance and turnover intention (Alzamel et al., 2020; Zhou et al., 2020). Therefore, it is suggested for the future researchers to expand the time length of the study by conducting a longitudinal study, in order to provide a wider investigation on the causal relationship, bidirectional relationship between the three variables. Also, investigate the organisational commitment as a mediating role in between work-life balance and turnover intention.

The second limitation is the scales used to measure the variables in this study. There are three scales which are Work-Life Balance Inventory, Organizational Commitment Scale and Turnover Intention Scale (TIS-6) used to measure work-life balance, organisational commitment

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and turnover intention respectively. Researchers only focused on these scales to study and measure each variable. For example, researchers used TIS-6 to measure the intention of employees to leave the company although it only consisted of 6 items. This is due to the high reliability of .78 in the pilot study and .88 in the past study (Anjum & Muazzam, 2018). The suggestion that can be provided to future researchers is to use a different scale to measure the variables as the items and scoring method will be different.

The third limitation is regarding the contribution of the participants. The target participants for this study were in Klang Valley; however, due to time constraints, the sample size was 147. This sample size may not be able to be generalized to the whole population as the population of employees of Generation Y in the IT and communication sector is much higher than the sample size. Besides, 78.9% of the participants are single in this study. Thus, the research result may not be applicable to those who are married as single people and married people will have different attitudes. Therefore, future researchers are recommended to increase the validity of the study by recruiting a larger sample size to cover the whole population as much as possible. Furthermore, future researchers are advised to include the equal number of married and single participants so that the research result can generalize to both married and single people. This is because the perception towards work-life balance and organisational commitment is far different between single people and married people. This recommendation is provided to reduce the bias in future study.

The fourth limitation is that the data collected for this study is through self-report and snowball sampling methods which may lead to social desirability bias. This means that the questionnaire may be answered based on preferences and not subject to the participant itself

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leading to response bias (Pekrun, 2020). Hence, it is recommended for future researchers to adopt different ways to obtain their data. For instance, field observation and interviews.

The fifth limitation is that the sub-elements for two independent variables in this study have been ignored. Past study has shown that the distinguishable elements under work-life balance such as job autonomy found to have a less significant relationship with turnover intention (Abdien, 2019). Besides, past studies have indicated that the relationship between turnover intentions varies among different types of organisational commitment (Kalidass & Bahron, 2015; Salahudin et al., 2016). Therefore, it is suggested for future researchers to investigate the relationship between the sub-elements of work-life balance and organisational commitment towards turnover intention. By investigating further, it will provide a wider aspect for the organisations to invent the right strategies for longer employee retention.

5.4 Conclusion

In conclusion, this study supported the hypothesis proposed that work-life balance and organisational commitment are the predictors of turnover intention among Generation Y employees in the Malaysian IT and communication sector. As such, the organisational commitment is found to be stronger than work-life balance as a predictor in the Multiple Regression Analysis. Furthermore, this study showed that work-life balance and organisational commitment are significantly correlated to turnover intention. Hence, the higher the work-life balance and organisational commitment among the Generation Y employees in the Malaysian IT and communication sector, the lower the turnover intention. Therefore, this study will be beneficial for future researchers to use the results as a reference for further studies in this context. Moreover, providing the organisations a better understanding of the Generation Y's

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work culture and noticing the issue that lies behind the increasing rate of turnover in Malaysia.

Besides, extensive studies are required to address the limitations that are present in this research to give a better understanding of the variables studied.

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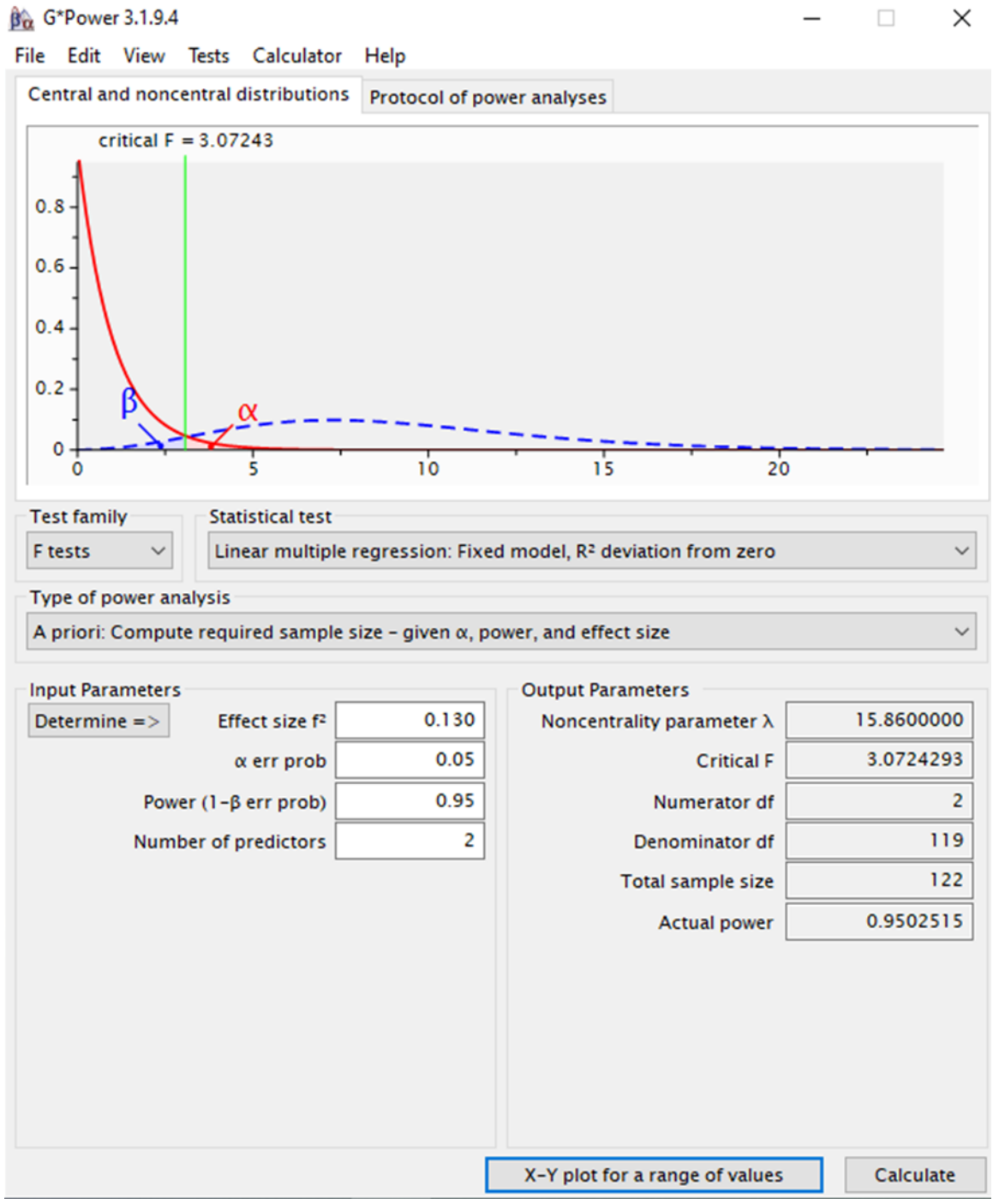
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Appendix A

G Power Calculation



Appendix B

Participants' Informed Consent



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UNIVERSITI TUNKU ABDUL RAHMAN (UTAR) FACULTY OF ARTS AND SOCIAL SCIENCE (FAS) BACHELOR OF SOCIAL SCIENCE (HONS) PSYCHOLOGY

Informed Consent Form

Title of Research

The Relationship between Work-Life Balance, Organizational Commitment, and Turnover Intention among Employees of Generation Y in the IT and Communication Sector in Malaysia

Investigators

We are Year 3 Trimester 2 students pursuing Bachelor of Social Science (Hons) Psychology at Universiti Tunku Abdul Rahman (UTAR).

Procedure

This experiment will require approximately 10-15 minutes to complete. All information provided will remain as private and confidential. The information given will only be reported as group data with no identifying information and only used for the academic purpose.

Participation

All information gathered will remain anonymous and confidential. Your information will not be disclosed to any unauthorized person. Participation in this experiment is voluntary, you

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are free to withdraw with the consent and discontinue participation in anytime without prejudice.

The researchers do not foresee any harms or threats for participating in this experiment.

Your response will be used for data analysis, discussion and presentations. No personal information will be released or published. Only the researchers can have access the raw data. Your cooperation will be greatly appreciated. Please feel free to contact us if you have any inquires.

1. Chong Hoon Kei (011-3992 2886)
2. Khor Yin Jie (018-408 4619)
3. Vithya Nareandran (011-3304 8712)

By signing this, I agree that:

1. I am voluntarily taking part in this experiment. I understand that I do not have to take part and I can withdraw from the experiment at any time.
2. The results from it may be used in academic purpose;
3. I have read the consent for clearly;
4. I do not expect to receive any benefits or payment for my participation.

Agreed by,

Name:

Date:

Appendix C**Questionnaire****Part A: Demographic Details**

1. Age: _____

2. Gender: Female / Male

3. Ethnicity: Malay / Chinese / Indian / Others: _____

4. Religion: Muslim / Buddhism / Hinduism / Christianity / Others: _____

5. Working Place (Company Name): _____

6. State: Selangor/ Wilayah Persekutuan Kuala Lumpur

7. Working Experience

- A. 1-5 years
- B. 6-10 years
- C. 11-15 years
- D. 16-20 years

8. Educational Qualifier: SPM/ STPM/ Diploma/ Degree/ Master/ PhD/ Others: _____

9. Marital Status: Single/ Married/ Others: _____

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Part B: Work-Life Balance Inventory

INSTRUCTIONS: Below you find a series of statements with which you may agree or disagree. Using the scale, please indicate the degree of your agreement by selecting the number that corresponds with each statement.

1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree

1	My personal life suffers because of work	1	2	3	4	5
2	My job makes personal life difficult	1	2	3	4	5
3	I neglect personal needs because of work	1	2	3	4	5
4	I put personal life on hold for work	1	2	3	4	5
5	I miss personal activities because of work	1	2	3	4	5
6	I struggle to juggle work and non-work	1	2	3	4	5
7	I am unhappy with the amount of time for non-work activities	1	2	3	4	5
8	My personal life drains me of energy for work	1	2	3	4	5
9	I am too tired to be effective at work	1	2	3	4	5

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10	My work suffers because of my personal life	1	2	3	4	5
11	It is hard to work because of personal matters	1	2	3	4	5
12	My personal life gives me energy for my job	1	2	3	4	5
13	My job gives me energy to pursue personal activities	1	2	3	4	5
14	I have a better mood at work because of personal life	1	2	3	4	5
15	I have a better mood because of my job	1	2	3	4	5

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Part C: Organizational Commitment Scale

INSTRUCTIONS: Please read the following statements carefully and answer them. You have to rate each item on a scale of 1 to 5. Using the scale, please indicate the degree of your agreement by selecting the number that corresponds with each statement.

1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree

1	I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5
2	I really feel as if this organization's problems are my own.	1	2	3	4	5
3	I do not feel like 'part of my family' at this organization.	1	2	3	4	5
4	I do not feel 'emotionally attached' to this organization.	1	2	3	4	5
5	This organization has a great deal of personal meaning for me.	1	2	3	4	5
6	I do not feel a strong sense of belonging to this organization.	1	2	3	4	5
7	It would be very hard for me to leave my job at this organization right now even if I wanted to.	1	2	3	4	5
8	Too much of my life would be disrupted if I leave my organization.	1	2	3	4	5
9	Right now, staying with my job at this organization is a matter of necessity as much as desire.	1	2	3	4	5
10	I believe I have too few options to consider leaving this organization.	1	2	3	4	5

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11	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	1	2	3	4	5
12	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	1	2	3	4	5
13	I do not feel any obligation to remain with my organization.	1	2	3	4	5
14	Even if it were to my advantage, I do not feel it would be right to leave.	1	2	3	4	5
15	I would feel guilty if I left this organization now.	1	2	3	4	5
16	This organization deserves my loyalty.	1	2	3	4	5
17	I would not leave my organization right now because of my sense of obligation to it.	1	2	3	4	5
18	I owe a great deal to this organization.	1	2	3	4	5

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Part D: Turnover Intention Scale TIS-6

INSTRUCTIONS: Using the scale below, indicate your agreement with each item by placing the appropriate number on the line preceding that item. Please be open and honest in your responding.

TAKE NOTE:

Question 1 to 3 will be ranging from 1=Never to 5=Always;

Question 4 is ranging from 1=Highly Unlikely to 5=Highly Likely;

Question 5 is ranging from 1=To a very large extent to 5=To no extent; while

Question 6 is ranging from 1=Always to 5=Never

1	How often do you dream about getting another job that will better suit your personal needs?	Never	1----2----3----4----5	Always
2	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1----2----3----4----5	Always
3	How often have you considered leaving your job?	Never	1----2----3----4----5	Always
4	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly Unlikely	1----2----3----4----5	Highly Likely
5	To what extent is your current job satisfying your personal needs?	To a very large extent	1----2----3----4----5	To no extent
6	How often do you look forward to another day at work?	Always	1----2----3----4----5	Never

End of questionnaire.

Thank you for your time and participation.

Appendix D

Box Plots

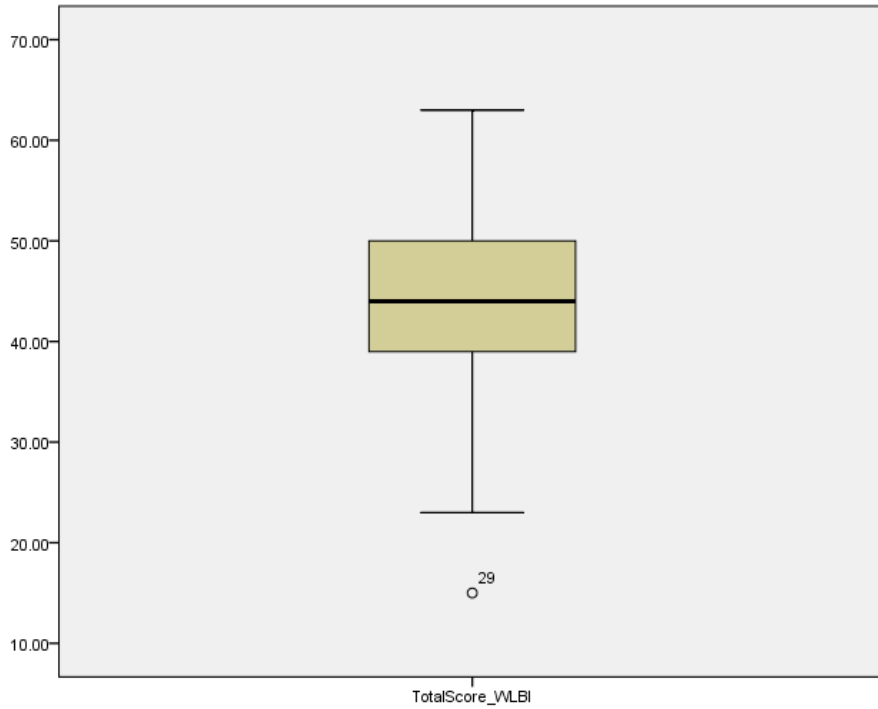


Figure A1 *Box plot of Work-Life Balance*

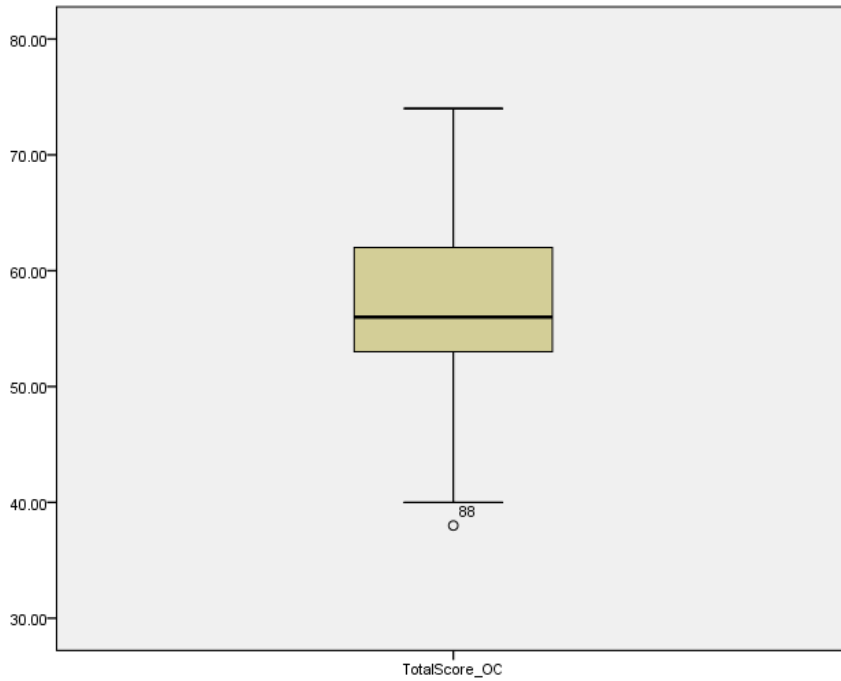


Figure A2 *Box plot of Organisational Commitment*

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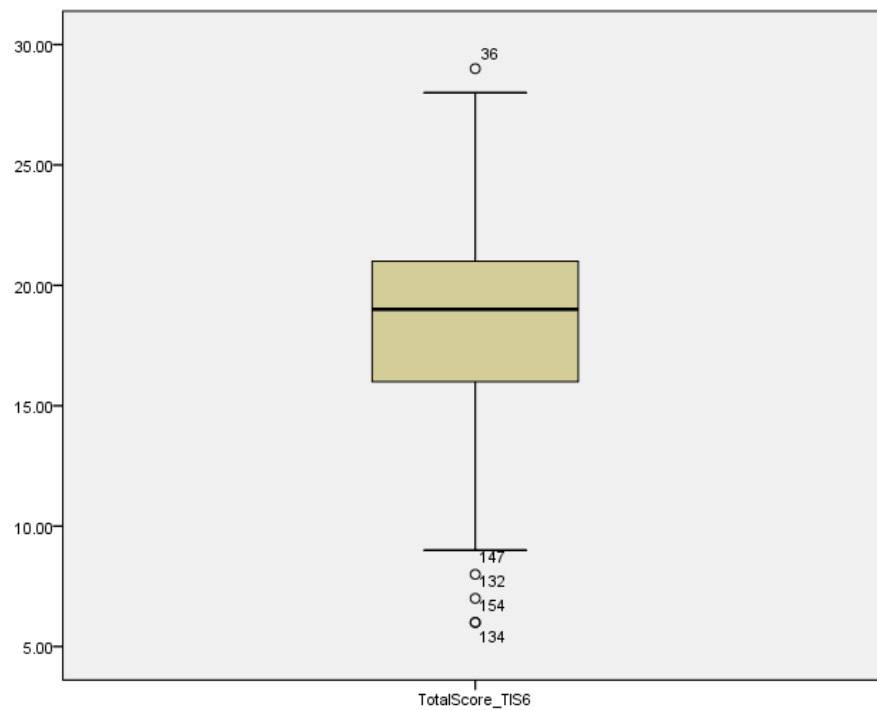


Figure A3 *Box plot of Turnover Intention*

Appendix E

Pie Charts

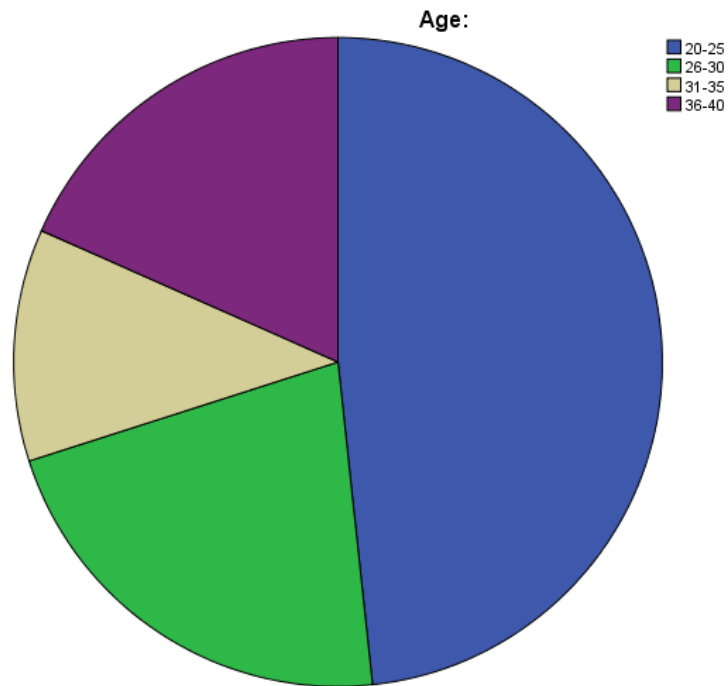


Figure B1 *Pie Chart of Age*

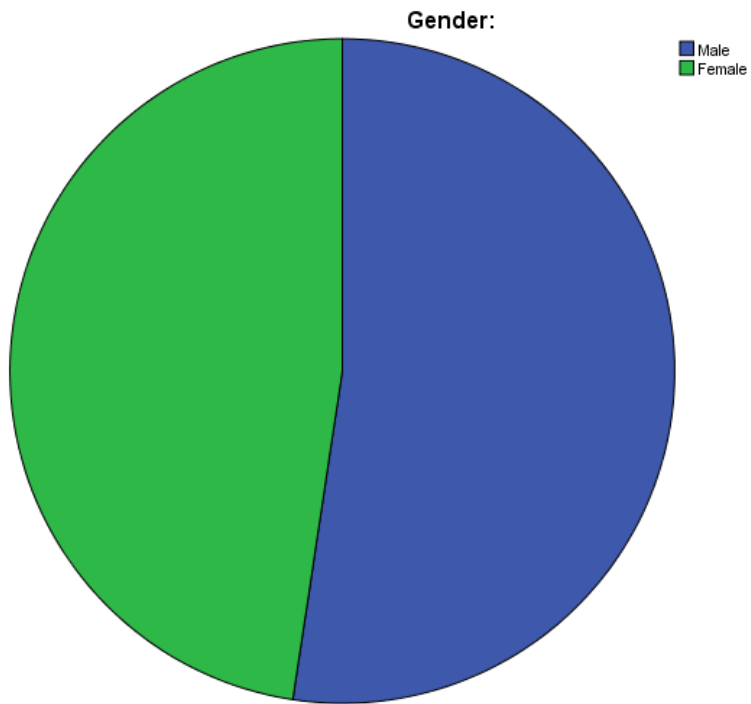


Figure B2 *Pie Chart of Gender*

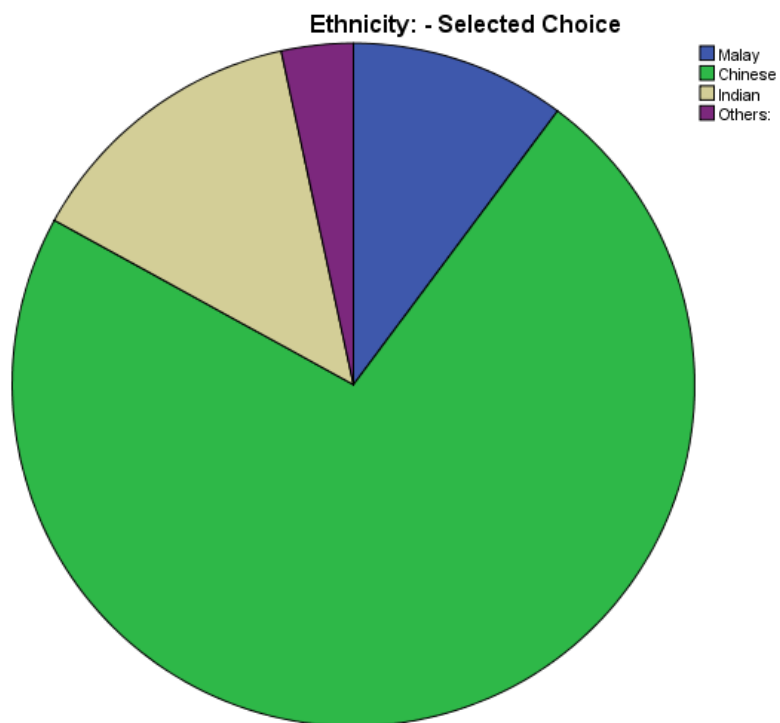


Figure B3 *Pie Chart of Ethnicity*

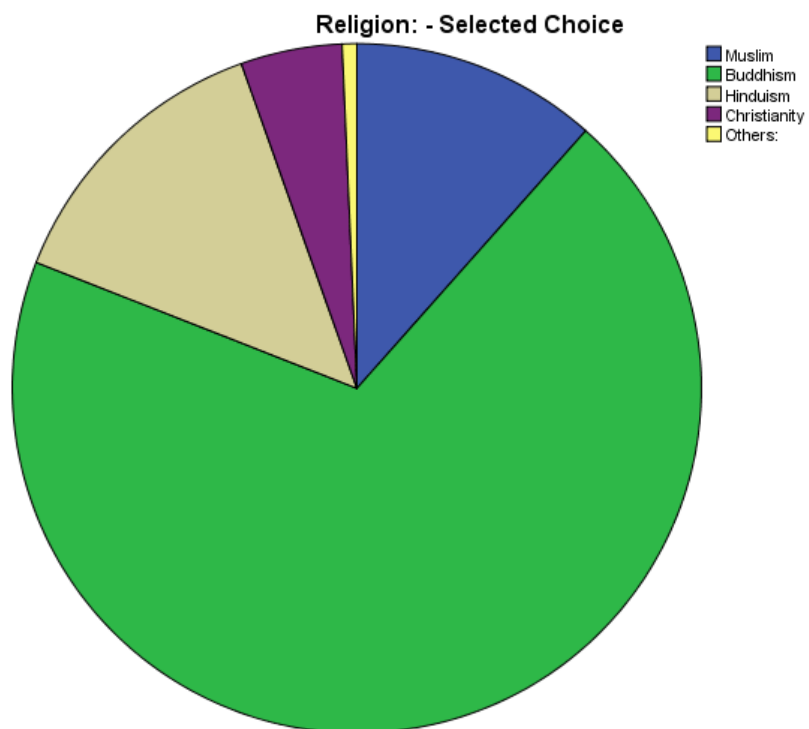


Figure B4 *Pie Chart of Religion*

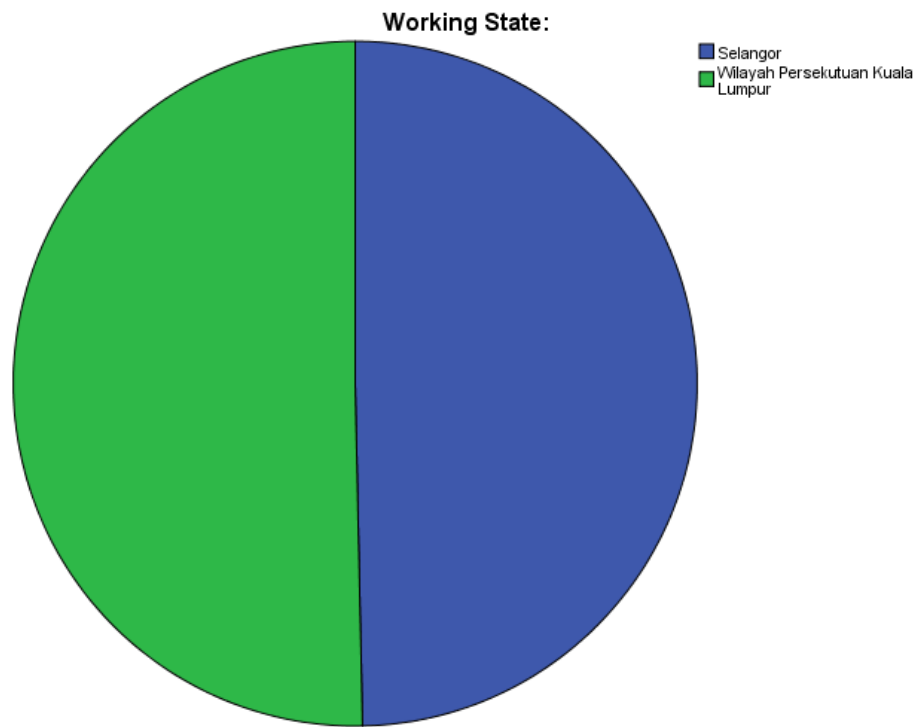


Figure B5 *Pie Chart of Working State*

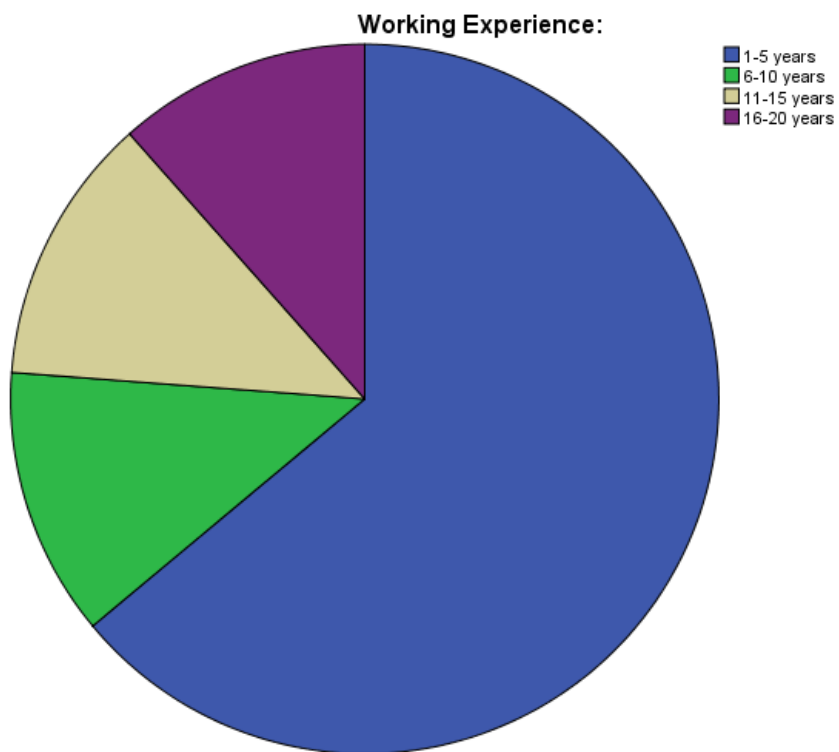


Figure B6 *Pie Chart of Working Experience*

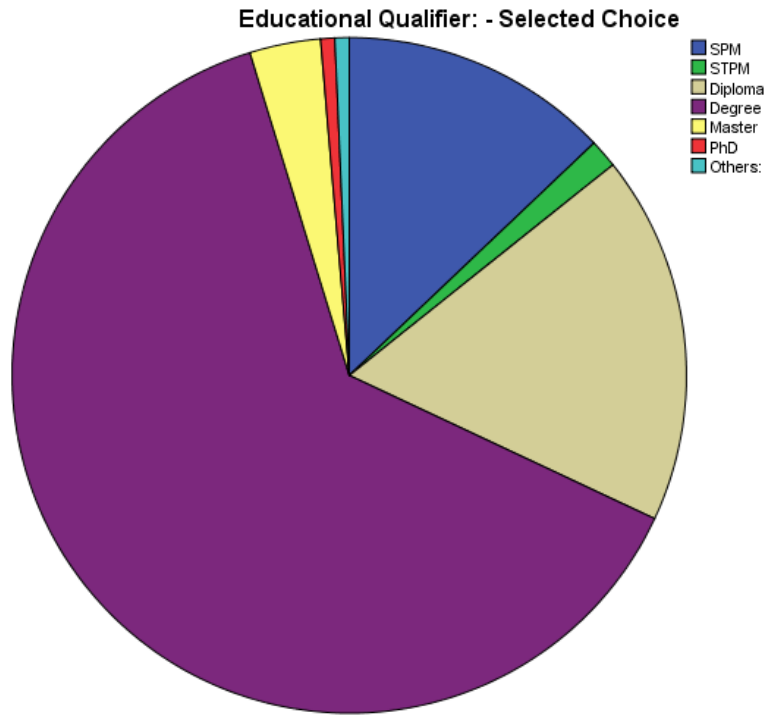


Figure B7 *Pie Chart of Educational Qualifier*

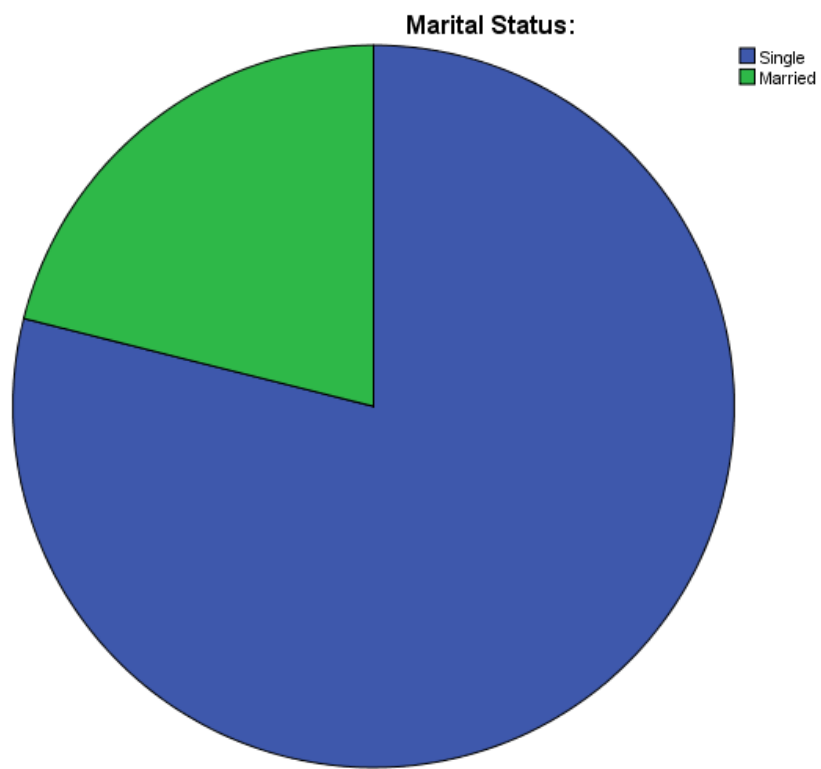


Figure B8 *Pie Chart of Marital Status*

Appendix F**Cronbach's Alpha Values Reliability Levels**

Cronbach's Alpha Values	Levels of Reliability
0.0 – 0.20	Less Reliable
>0.20 – 0.40	Rather Reliable
>0.40 – 0.60	Quite Reliable
>0.60 – 0.80	Reliable
>0.80 – 1.00	Very Reliable

Appendix G**Range of Correlation Coefficient Values and the Corresponding Levels of Correlation**

Range of Correlation Coefficient Values	Levels of Correlation	Range of Correlation Coefficient Values	Levels of Correlation
0.80 – 1.00	Very Strong Positive	-1.00 – -0.80	Very Strong Negative
0.60 – 0.79	Strong Positive	-0.79 – -0.60	Strong Negative
0.40 – 0.59	Moderate Positive	-0.59 – -0.40	Moderate Negative
0.20 – 0.39	Weak Positive	-0.39 – -0.20	Weak Negative
0.00 – 0.19	Very Weak Positive	-0.19 – -0.01	Very Weak Negative

Appendix H

Ethical Approval Letter



UNIVERSITI TUNKU ABDUL RAHMAN
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Re: U/SERC/04/2021

5 January 2021

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

Dear Dr Pung,

Ethical Approval For Research Project/Protocol

We refer to the application for ethical approval for your students' research projects from Bachelor of Social Science (Hons) Psychology programme enrolled in course UAPZ3013/UAPZ3023. We are pleased to inform you that the application has been approved under Expedited Review.

The details of the research projects are as follows:

No	Research Title	Student's Name	Supervisor's Name	Approval Validity
1.	Personality Traits, Depressive Symptoms, Loneliness and Smartphone Addiction: Their Relationships Among UTAR Students	1. Puvaneswari a/p Ganasan 2. Chen Wen Jien	Mr Tay Kok Wai	5 January 2021 - 4 January 2022
2.	To Lose Confidence in One's Body is to Lose Confidence in Oneself: The Relationship between Self-esteem, Body Image Satisfaction, Fear of Negative Evaluation	1. Bong Yun En 2. Diong Hong Chi 3. Low Li Enm		
3.	Knowledge and Beliefs About Pandemic and Prevention Behaviour Among Adults in Malaysia: A Qualitative Study	1. Chan Ruen Jye 2. Tan Ching Yie 3. Tan Sie Yi	Dr Chie Qiu Ting	
4.	Qualitative Study of Psychological Well Being and Coping Strategies Among Young Adults During the Covid-19 Pandemic	1. Soh Teck Seng 2. Chung Shenwei 3. Bernie Soh Zi Cong		
5.	The Relationship Between Work-Life Balance, Organizational Commitment and Turnover Intention Among Employees of Generation Y in The IT and Communication Sector in Malaysia	1. Chong Hoon Kei 2. Khor Yin Jie 3. Vithya Nareandran	Dr Nurul Iman Binti Abdul Jalil	
6.	Anxiety, Stress Level and Fear as the Predictors of Life Satisfaction Among Working Adults in Malaysia During the Pandemic of COVID-19	1. Lee Jing Yean 2. Tan Sheng Shan 3. Lee You Wei		
7.	Sleep Quality and Stress on Academic Performance Among Undergraduate Students in Malaysia	1. Eyven Phang Yee Man 2. Low Heng Xiang 3. Ng Jia Sheng	Ms Natasha Amira Binti Hushairi	



WLB, OC AND TI OF GEN-Y

The conduct of this research is subject to the following:

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

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

Thank you.

Yours sincerely,



Professor Ts Dr Faidz bin Abd Rahman
Chairman
UTAR Scientific and Ethical Review Committee

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

Appendix I

Turnitin Report

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