

**THE MODERATING ROLE OF PERCEIVED
ORGANIZATIONAL SUPPORT ON THE RELATIONSHIP
BETWEEN JOB SATISFACTION AND TURNOVER
INTENTION AMONG ACADEMIC STAFF OF PRIVATE
UNIVERSITIES IN MALAYSIA**

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By

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LIST OF ABBREVIATIONS

PHEIs	Private Higher Education Institutions
TI	Turnover Intention
POS	Perceived Organizational Support
EI	Emotional Intelligence
SPSS	Statistical Package for the Social Science
MOHE	Ministry of Higher Education Malaysia

ABSTRACT

THE MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER INTENTION AMONG ACADEMIC STAFF OF PRIVATE UNIVERSITIES IN MALAYSIA

Septriyan Orpina

Currently, private universities in Malaysia are facing numerous competitive challenges and had a difficult time retaining their academic staff. Many private institutions in Malaysia showed low job satisfaction of academicians working in their institutions, an academicians that feels dissatisfaction may intend to leave the organization and damages the organizational effectiveness by providing poor services. Concisely, the aims of current study is examined the predictive role of job satisfaction on turnover intention, and to highlighting the moderating role of perceived organizational support on the relationship between job satisfaction and turnover intention among academic staff for private universities in Malaysia. Data were collected using online questionnaires adapted from Turnover Intention Scale (TIS-6), Minnesota Satisfaction Questionnaire (MSQ), and Survey of Perceived Organizational Support (SPOS), distributed to academicians from four major states which are *Perak, Kuala Lumpur, Selangor, and Johor Bahru*. A total of 415 cases were collected, after data were cleaned actual study analyses were examined with a total of 327 cases. The collected data examined through statistical analysis included descriptive statistics (i.e., mean, standard deviation, and frequencies) and inferential statistics (i.e., multiple linear regression analysis with PROCESS Macro version 3.5 by Hayes). The results found that job satisfaction negatively predicts turnover intention. Furthermore, it was also found that perceived organizational support to be a significant moderation for the relationship between job satisfaction and turnover intention. Therefore, this study offers an

explanation of the phenomenon that perceived organizational support would moderate the relationship between job satisfaction and turnover intention and determines that academic staff who perceive their organization to be compassionate and supportive of their well-being are more likely to be successfully satisfied with the organization, notwithstanding their intention to quit the organization. This study offers useful knowledge about turnover intentions and provides references for future research that focuses on perceived organizational support as a moderator in the private university setting. Moreover, the study also gives a useful platform for the management to benchmark better organizational support systems, including job structure, environment, autonomy, or flexibility to improve the employees' job satisfaction and to decrease turnover intention.

Keywords: Turnover intention, job satisfaction, perceived organizational support, academic staff, private universities.

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APPROVAL SHEET

This dissertation entitled “THE MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER INTENTION AMONG ACADEMIC STAFF OF PRIVATE UNIVERSITIES IN MALAYSIA” was prepared by SEPTRIYAN ORPINA and submitted as partial fulfilment of the requirements for the degree of Master of Psychology (Industrial and Organisational Psychology) at Universiti Tunku Abdul Rahman.

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SUBMISSION OF THESIS

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I understand that the University will upload softcopy of my dissertation in pdf format into UTAR Institutional Repository, which may be made accessible to UTAR community and public.

Yours truly,



(Septriyana Orpina)

DECLARATION

I, Septriyen Orpina, hereby declare that the dissertation is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UTAR or other institutions.



(SEPTRIYAN ORPINA)

Date: 21 October 2021

CHAPTER I

INTRODUCTION

1.0 Introduction

This chapter will explain the background that focuses on the research topic. Particularly, the aims of this study to examine the relationship between job satisfaction and turnover intention, also the moderating role of perceived organizational support on the relationship. Furthermore, this chapter presented an overview of the scheme with problem statements, scope of study, research questions, research objectives, hypotheses of the study, significance of research, conceptual definitions, and operational definitions.

1.1 Research Background

In recent years, the number of universities in Malaysia has continuously increased, in line with the country's intention to become a center of education in the Asian region, conforming to Malaysia's goal of gaining the status of a developing country (Grapragasem et al., 2014). This goal fuels a competitive situation in the education sector because every university seeks to achieve dominance and profits to accomplish its own targets with appropriate effectiveness and productivity (Ramdhany et al., 2019). Based on the competitive situation, the Private Higher Educational Institutions (PHEIs) have been established in Malaysia to support the

governments' vision of transforming Malaysia into a center of education, especially in Southeast Asia (Manogharan et al., 2018). Inherently, the private higher education sector is an important key to be developed as a knowledge capital for the development of any country, since the private sector is also a significant sector for the growth of the nation and society well-being (Othman & Mohamad, 2014; Ramasamy & Abdullah, 2020).

As of August 2020, the private higher education institutes in Malaysia are made up of 83 private universities, 42 university colleges, and 397 private colleges (Malaysian Qualification Agency, 2020). These institutes have huge differences in the total number and quality of academic staff employed (Yimer et al., 2017). In the education sector, the academic staff serve as the backbone for educational success (Choong et al., 2013). Similarly, the academic staff at the private higher education institutions are more reliant on intellectual, creative, and committed talents than those in most of the other organizations. Hence, it is critical to keep this cadre of employees (Yimer et al., 2017). In line with that, the academic staff are more inclined to stay in an organization if they believe that their organization cares about them, if they are aware of the expectations for them, if they are assigned to a role that fits their abilities, and if they receive positive feedback and recognition on a regular basis (Ng'ethe, 2012). Hence, hiring the best people who are willing to maintain a job position has become an important issue for the human resource professionals in higher education (Jin et al., 2018).

In this new era, many private universities are experiencing intense competition; one of them is in retaining their academic staff (Manogharan et al., 2018) due to the high turnover rates (Halid, Kee, & Rahim, 2020). Similarly, the alarmingly high turnover rate of academic staff is one of the most significant issues faced by the private universities in Malaysia (Hashim & Mahmood, 2011; Saraih et al., 2017; Zakaria et al., 2014). As a result, this turnover intention of academic staff has been considered as an important weakness that needs to be solved in

many universities (Arshad & Puteh, 2015), especially since this issue has been plaguing the Malaysian private universities for over the last few decades. The high turnover rates occur among all the academic staff, including professors, associate professors, senior lecturers, even newly hired lecturers (Manogharan et al., 2018). All these facts showed that the turnover of academic staff is one of the primary issues affecting higher education institutions (Ainer et al., 2018).

Moreover, the high turnover rate brings detrimental problems to the universities (Awang, Amir, & Osman, 2013), as it is linked to higher costs for recruiting and training new staff and reduced efficacy and productivity (Zeffane & Melhem, 2017). Later, this will lead to the loss of employee confidence and their poorer intentions to remain in the organization, contributing to greater loss to organization (Alkhateri et al., 2018). Turnover intention is an important matter for an organization in maintaining the intensity of relationships with human capital holding, crucial in order to manage effective talent management (Kim & Hyun, 2017). In that case, turnover can eliminate competent and skilled employees hence resulting in a big loss for the organization (Ashar et al., 2013). Consequently, an employee who is leaving his/her organization and looking for other job opportunities may succeed in finding healthier alternatives (Bufquin et al., 2017).

Additionally, turnover may occur if a gap is drawn between the anticipation and reality of the situation (Yang, 2008). Turnover intention develops gradually when the employees are becoming dissatisfied with their works or the attachments to their organizations (Li et al., 2019). When the employees are dissatisfied with the organization, they will start planning to leave their current job (Saeed et al., 2014). Therefore, satisfaction and dissatisfaction with a job in the organization are related to turnover (Trevor, 2001). Job satisfaction influences turnover intention negatively, as a low turnover is associated with high job satisfaction and vice versa (Saeed et al., 2014). According to Yang (2010), a high job satisfaction is a key

component to decrease employee turnover. Hence, by increase the job satisfaction of academic staff it may reduce the turnover intention of this group of staff.

In addition, job satisfaction and turnover intention are impacted by an essential organizational element, known as perceived organizational support (Alsarayreh et al., 2014). Organizational support is a social transaction and reciprocal norm that makes the employees feel obligated to help the company (Tekleab et al., 2015). Furthermore, Maertz et al. (2007) stated that the concept of perceived organizational support is one of the leading causes that contribute to turnover intention. In other words, employee turnover intentions in the organizations are related to perceived organizational support (Kalidass & Bahron, 2015). When the employees feel and realize that the organization is paying attention to their well-being, they will respond to the attention by showing various positive outcomes that are beneficial to the organization, including decreased intention to quit and reduced actual turnover rate (Dysvik & Kuvaas, 2013).

According to Islam et al. (2013), perceived organizational support impact turnover intention negatively. When the employees are getting enough support from organization, employees will not leave their organization and they will display a stronger obligation to the organization. Additionally, Cheng et al. (2016) stated perceived organizational support is vital in moderating organizational relations. Research by Miao et al. (2011) showed that perceived organizational support could increase academic staff's job satisfaction. Thus, the purpose of this study is to investigate the predictive effect of job satisfaction on turnover intention moderates by perceived organizational support.

1.2 Problem Statements

Currently, private universities in Malaysia are facing numerous competitive challenges and intense competitions while struggling to rebrand their institutions in the marketplace. The academic staff in private universities are continuously leaving the organization, which is a bad sign in the long run because the academic staff is the most valuable asset that disseminates knowledge to students (Halid et al., 2020). When an academician decides to leave his/her institution, it causes a broad impact on the organization, including influences on colleague lecturers, support staff, and students, in addition to the management, who must act quickly to fill in the empty position (Manogharan et al., 2018).

According to Figueron (2015), education industries experienced the high academician turnover phenomenon. The same issue is reported in Malaysia, with the education industry's average annual turnover rate has increased from 13.2% in 2013 to 20.0% in 2017, indicating that academic turnover will continue to become a problem for the institutions (Falahat et al., 2019). Furthermore, the turnover rate of academic staff at universities has increased over time, consequently affecting most of the departments in the form of labor shortages (Hundera, 2014).

In line with that, the turnover rate for private universities in Malaysia is even higher. GuiXia and Rashid (2019) found that the rate of academic staff's turnover in private universities is higher than that in public universities. The academician's turnover rate is about 26% per year in private universities, while the rate in the public university is only about 11%. Similar results were reported, as the turnover rate of academic staff in private universities was more than double that in public universities (Rathakrishnan et al., 2016). It was supported by the Pollian Educational Poll since this poll measured that around 51.7% of the academic staff at private universities intend to leave their organization (Sinniah et al., 2019). Moreover, the Malaysia of Higher Education (MOHE) also reported that the average turnover rate among the

academic staff in private universities was 25% in 2019. Additionally, the Ministry of Higher Education Malaysia Statistic (2019) also stated that the number of academic staff in private universities decreased significantly compared to public universities.

However, there is a dearth of academic researchers in private universities. Based on most of the previous empirical evidence from turnover intention studies, it preferred to focus on the employees or professionals include academic staff from the public institutions (Ainer et al., 2018; Ramasamy & Abdullah, 2017; Yimer et al., 2017). Hence, a comprehensive study on why the academicians in private universities are leaving their respective employment needs to be carried out to comprehend the problem (Ramasamy & Abdullah, 2017).

Subsequently, Ahsan et al. (2009) stated that academic staff tends to face more problems, leading to the turnover intention that can affect their job satisfaction. Job satisfaction tends to affect the retention and performance of academicians. However, many private institutions in Malaysia do not enhance the job satisfaction of academicians employed at their institutions, even though those can be achieved easily through well-being supports (Sinniah et al., 2019). An employee that feels dissatisfaction may intend to leave the organization and damages the organizational effectiveness by providing poor services (Karatepe & Ngeche, 2020).

A few research gaps should be prioritized. The literature gap identified from a past review by Manogharan et al. (2018) showed that the private universities had a difficult time retaining their academic staff. Thus, there is a need to discover the wider locus, with the objectives to provide insights into the factors influencing the turnover intention of academic staff. Furthermore, one of the current research gaps is a paucity of studies focusing on academic staff turnover intention in Malaysia's private universities, especially since the results of previous research are limited in terms of their generalizability due to small sample size (Rathakrishnan et al., 2016). Additionally, the results of previous researches by Ramasamy and Abdullah

(2017) stated that the results only showed a moderate level of turnover among academic staff at private universities. Still, more should be done to identify more about the elements that influence the academician's turnover intention issues.

Besides, inconsistent findings regarding the correlation between job satisfaction and turnover intention were being reported. Several studies found that job satisfaction was related to turnover intention (Alam & Asim, 2019; Chin, 2018; Hassan, 2014; Ibrahim et al., 2016; Shah & Jumani, 2015; Tziner et al., 2014), while the results of another study reported no significant correlation (Pugh, 2016; O'Connor, 2018). Factually, previous findings must be consolidated from those inconsistencies and discrepancies since it is also necessary to investigate the influences of job satisfaction on turnover intention in a private university setting.

Furthermore, perceived organizational support is another variable that could influence job satisfaction and turnover intention correlation. Many previous studies used this variable as an additional variable to assess job satisfaction on turnover intention (Galleta et al., 2011; Hofaidhllaoui & Chhinzer, 2014; Lee, 2020; Manogharan et al., 2018). High levels of organizational supports are known to result in high levels of job satisfaction, obligation, and loyalty among the employees (Brougham & Haar, 2018). Thus, the academic staff's opinions, for example, the amount of organizational care about their changing professional aspirations and rewards received in the workplace, could dampen the relationship between job satisfaction and turnover intention (Li et al., 2019). Previous findings discovered that perceived organizational supports is significant in moderating organizational relationships, with similar results were observed by this study (Cheng et al., 2016; Galleta et al., 2011; Giao et al., 2020; Li et al., 2019).

Additionally, the moderating role of perceived organizational supports yielded insufficient results from previous researches since the outcomes (in terms of the moderator's role in perceived organizational supports) was not strong. Thus the results indicated the need to focus on gathering a sample that is more representative and is based on population criteria (Luu, 2017). Perceived organizational supports may act as a potential moderator for job satisfaction and turnover intention association. This association is being reinforced while the academicians are feeling a larger amount of support. Moreover, prior researches have not focused on the impacts of significant organizational moderators (i.e., perceived organizational support) in altering the correlation of job satisfaction and turnover intention among academicians (Maden & Kabasakal, 2014). Consequently, several attempts need to be made regarding the impacts of perceived organizational supports.

In addition, there is a need to discover academic staff turnover rate in a private university because most of the academic staff's turnover researches done so far were generally concentrated on the academic staff from public universities (Ainer et al., 2018; Ali et al., 2014; Hassan & Hashim, 2011; Ramasamy & Abdullah, 2017; Yimer et al., 2017). In that case, an effort to solve the turnover of academic staff in private universities should be investigated (Saraih et al., 2017). Concisely, this study claimed that (1) job satisfaction negatively predicts turnover intention and (2) the relationship between job satisfaction and turnover intention moderates by perceived organizational support.

1.3 Scope of Study

The purpose of present study is to study the predictive role of job satisfaction on the turnover intention by introducing perceived organizational support as a moderating role variable.

Current study focuses on approximately 400 academic staff who are currently employed in the private universities located in Malaysia. The objective is to determine the degree of job satisfaction correlated with turnover intention while concerning the moderating role of perceived organizational support. According to Chan et al. (2010), employee turnover is a critical problem in human resource management. Human resources management claims that some problems that are raised contributed to hidden costs, with most of the issues also caused poor morale for the remaining employees, in addition to reduced productivity and skills. Additional costs and efforts are required to find and train new employees within a certain time frame (Figueron, 2015). In private higher education institutions, the turnover rate is very disturbing and expensive. A total cost of 68 million dollars is spent as a result of organizational changes. Therefore, the turnover rate is assumed as a silent thief that reduces organizational profits (Jo, 2008). Most importantly, all these indicated that the academic staff are the crucial target of research in this field.

1.4 Research Questions

1. Does job satisfaction negatively predict turnover intention among academic staff of private universities?
2. Does perceived organizational support moderate the relationship between job satisfaction and turnover intention among academic staff of private universities?

1.5 Research Objectives

1. To examine the predictive role of job satisfaction on turnover intention among academic staff of private universities.
2. To examine the moderating role of perceived organizational support on the relationship between job satisfaction and turnover intention among academic staff of private universities.

1.6 Hypotheses of the Study

H₁: Job satisfaction negatively predicts turnover intention among academic staff of private universities.

H₂: Perceived organizational support moderates the relationship between job satisfaction and turnover intention.

1.7 Significance of Research

This current study consists of theoretical significance and practical significance. For theoretical significance, the research would give comprehension and knowledge for the readers by examining the effect of job satisfaction on turnover intention among academic staff through introducing perceived organizational supports as a moderating variable. Also, the academic staff have an important role in defining the quality of private higher education institutions, and it is the organization's core process (Manogharan et al., 2018). The findings of this study are estimated to provide and help to fill up the gaps in previous research, specifically on

understanding the barriers and opportunities of job satisfaction on turnover intention, with a moderating role played by perceived organizational supports. Then, the investigation would expose the improvements needed in the literature about the influences of job satisfaction on turnover intention. However, the significance of this study is to present suitable and moderate variables for the academic staff in evaluating and assessing the causes of turnover intention based on their experiences. Thus, this research is relatively and potentially needed from the Malaysia's perspective, especially in the education setting.

Then, for practical significance, this research will help provide better awareness for the university management and education sectors in Malaysia to understand the relevant factors causing the academic staff to leave their jobs in private universities. Next, it will help the university management to prepare new policies and strategies in order to reduce turnover intention ratio. Furthermore, this research will provide guidelines for policy makers from an organization to provide additional perceived organizational support to improve their management quality and problem-solving.

This research has advantages for staff, institutions, and students, as it provides understanding for most of the people who are involved in understanding their employees better, so they can find more effective ways to reduce turnover intention and increase job satisfaction. Besides, perceived organizational support is needed to provide sufficient space for the employees so that they can work and learn effectively and efficiently. Support is an important factor in building trust. Therefore, it can be mutually beneficial between management and individuals. Moreover, it can be considered with other variables to determine policies, culture, and organizational norms. All the staffs in the organizations need strong and adequate supports in their works.

1.8 Conceptual Definitions

1.8.1 Perceived Organizational Support (POS)

Perceived organizational support relates to opinion from employees to the extent of which their organization supports their wellbeing and values their contributions (Eisenberger et al., 1986).

1.8.2 Job Satisfaction (JS)

Job satisfaction refers to an affective orientation that employees have towards their work, it can be viewed as a general attitude toward work or as a collection of linked attitudes toward specific areas of employment (Lu et al., 2007).

1.8.3 Turnover Intention (TI)

Turnover intention refers to an intentional decision to quit an organization, and it has become one of the organization's most significant challenges (Huang & Su, 2016).

1.9 Operational Definitions

1.9.1 Perceived Organizational Support

It refers to employees' assumptions of the organizations regarding the extent of the company's appreciation. Survey of Perceived Organizational Support (SPOS) by Eisenberger et al. (1986)

is to assess perceived organizational support, which consisted of 8 items. A higher SPOS average score suggests that organizations are more supportive.

1.9.2 Job Satisfaction

It refers to one's feeling towards his job related to personal achievement and is measured by using Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1977). It has 20 items to determine the level of job satisfaction among employees in their organizations. A higher average score in MSQ, the higher satisfaction of employees in their organizations.

1.9.3 Turnover Intention

It means a tendency for someone to leave their job or organizations and is assessed using Turnover Intention Scale (TIS-6) by Bothma and Roodt (2013). This includes 6-items statements to measure turnover intention. In the TIS-6, a higher average score implies a higher level of intention.

1.9.4 Academic Staff

Academic staff is defined as staff members who are responsible for planning, directing, and undertaking teaching and research in higher education institutions. They are a major resource for the success of any educational program (Stankovska et al., 2017).

1.9.5 Private Universities in Malaysia

The private university is known as non-governmental, fully funded, and aided by the private sectors (MOHE, 2019). In present study, a total of 65 private universities were chosen from *Perak, Kuala Lumpur, Selangor, and Johor Bahru*.

1.10 Conclusion

This chapter gives a thorough overview regarding research background of this current research. This chapter provided problem statements, scope of study, research questions, research objectives, hypotheses of the study, significance of research, conceptual definitions, and operational definitions.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This chapter provide a comprehensive explanation of theories and definitions related to this study. Moreover, in this study job satisfaction (independent variable), turnover intention (dependent variable), perceived organizational support (moderator variable), and theoretical and conceptual framework are discuss in the following chapter.

2.1 Review of the Literature

2.1.1 Job Satisfaction

According to Spector (1997) job satisfaction refers to an attitude that indicates how interested people about their jobs. Job satisfaction also involves the affective orientation towards their work, it can be considered as employees' feeling about work or related to various aspects of work as a constellation of attitudes (Lu et al., 2007). This is in line with Weiss (2002) which stated that job satisfaction is related to comprehensive evaluative assessment of a job, affective experience at work, and beliefs about a job. When working employees have a high job satisfaction level at the workplace, it will produce a positive and optimistic response to the organization and will have a pleasant emotional (Chin, 2018).

Mudor (2011) recognized some important factors which can influence the employees to retain in the organization, there are salaries, employee relations with supervisors, and working

conditions. From those factors, salary is one of the main factors for both employees and employers, because salary is important to fill their economic needs (Hassan, 2014). Secondly, relations with the supervisor that is related to supervisor support. Job satisfaction positively influences by the supervisor's support. As the representative of the company, the supervisor should be supportive and caring to their employees thus the company will be recognized by its employees as the same (Yang et al., 2011). Lastly is working conditions, the consequences of the job are portrayed as job content, whether the categories of these effects are varied or constant, engaging or uninteresting, challenging or non-challenging, easy or difficult, innovative or degrading (Benrazavi & Silong, 2013). Employees feel happy to stay in their job is an indication of satisfaction (Saif & Saleh, 2013). Organizations should recognize that job satisfaction will enhance employees' performance because employee interest in their job will be increase automatically (Gupta, 2014).

According to Mangkunegara and Octorend (2015) satisfaction level of each individual is different. The higher the assessment of activities according to individual desires, the higher satisfaction of the activities. Employees that are satisfied in their jobs are more likely to assist their employers in achieving organization's objectives (Scott & Stephens, 2009). In addition, job satisfaction is viewed in organizational research as a variable that is formed internally through workplace interactions, practices, policies, and routines (Robertson & Kee, 2017). As a result, job satisfaction is a significant factor that represents employees' sentiments and opinions about their jobs and workplace (Turkyilmaz et al., 2011).

2.1.2 Turnover Intention

Turnover intention is an employees' behavioral intention to quit from a job (Chin, 2018). Turnover intention refers to someone's tendency to leave their work (Hallajy et al., 2011). A decision to leave the job is an expensive decision for employees and organizations (Lee et al., 2004). Turnover intentions are a complex phenomenon in organizations that is influenced by a variety of criteria including gender, age, experience, compensation, years of service, and employee appointment (Bandhanpreet et al., 2013).

Mobley's (1977) was the first turnover model that has been dominant and widely studied in the field. Mobley's (1977). According to the turnover model, job satisfaction is affected by job and working conditions, which leads to the desire to quit, the evaluation of the usefulness of search behavior, the search for a new job, the appraisal of alternatives, the comparison of alternatives existing employment, the desire to quit or stay, and lastly, retention or turnover behavior. On the other hand, when the organization does not give trust their employees and employees have become dissatisfied with their work thus employees' intention towards turnover will be higher, they will leave the organization in a short time and only have a short duration in their work (Pfeffer, 2007). There are two categories of turnover substitution, namely voluntary and involuntary turnover, as well as functional or dysfunctional, each type of change has a different level of impact on organizational intentions (Lund, 2003).

According to Wells and Peachey (2010), a procedure by which an employee decides to leave or remain with the organization is known as voluntary turnover. Conversely, involuntary turnover discusses the situation where the organization has authority over the employee's decision to remain or leave (Wells & Peachey, 2010). In addition, when an organization terminates its employee, it is referred to as involuntary turnover, whereas voluntary turnover

occurs when employees choose to leave their existing employment (Dess & Shaw, 2001). According to Lambert et al. (2001), employees' turnover intention has been found to be connected to actual voluntary turnover. In line with Shaw et al. (2005), employee turnover refers to the occurrence of workers who quit their jobs willingly. Then, the turnover intention has been used in various studies as the dependent variable of any organization (Lambert et al., 2001). In the literature by Han and Jekel (2011), the turnover intention was substantially associated with actual turnover. Basically, employee turnover is regarded as a negative indication for an organization because it incurs both visible and hidden costs. For example, it leads in the loss of tacit knowledge that employees may have gained while working for the organization (Droege & Hoobler, 2003). In addition, past decade showed a fast growth of turnover intention based on research in several education industries in Malaysia, especially on private sector industries (Ali et al., 2018). According to DeTienne et al. (2012), employee turnover intentions can be determined easily when employee wanted to self-terminate from their work. According to previous research, the intention to leave is the most powerful predictor of actual turnover in the organization (Tuzun & Devrani, 2011), an important stage before a real turnover can be referred to turnover intention (Al-Battat & Som, 2013). Additionally, based on research by Hassan (2014), when employees meet unfulfilled expectations it can cause intention turnover to the employees.

2.1.3 Perceived Organizational Support

Perceived organizational support described as employees' expectations about the organization regarding the amount of the organization's recognition of the contribution, business, and organizational attention to employee well-being (Eisenberger et al., 1986). Also, perceived

organizational support is viewed as a positive behavioral perspective from the organization which employees feel concerned and get support from their organization then they will dedicate themselves to the organization and promote maximum performance as a whole. In other words, positive feelings from organization support are beneficial for employees, therefore employees are motivated to help in the achievement of the organization's common objectives (Eisenberger et al., 1986).

Perceived organizational support helps employees generate emotional commitment and effective identification to the organization (Chang et al., 2013). In addition, previous research has shown that positive organizational support for employees can increase the relative performance expectations that are reflected in situations where employees expect superiors' attention to focus on their performance and pay attention to the positive imbalances that occur behind it (Kiewitz et al., 2009). In addition, perceived organizational support consists of elements of organizational support that are not consider in instrumental support, information support, and workplace resources. Then, parts of organizational support will be linked to relational exchange directly which occurs in the organization thus it is very important. Therefore, superiors expect high dedication and loyalty to their job (Djurkovic et al., 2008). Conversely, employees who are not treated optimally and do not get positive attention from the organization tend to be uncooperative and dissatisfied because they feel that they owe compensation, and they do not believe that further investment will produce benefits in the future (Knapp et al., 2017).

In contrast to the characteristics of structural work, perceived organizational support captures the relational aspects of organizational life (Knapp et al., 2017). Higher perceived organizational support rates are linked to a higher level of job satisfaction and lower level of turnover intentions in a large body of empirical literature (e.g, Rhoades & Eisenberger, 2002; Riggie et al., 2009). Ahmed et al. (2015) had lead a meta-analysis in prior study of perceived

organizational support by examining its link with other study variables and the results found the evidence to support the substantial correlation between perceived organizational support (moderator variable) and turnover intention (dependent variable), especially in the organization and service industry. The perceived organizational support's level was revealed the deepest employees' feelings to their organization's care and organizational emphasis (Chiang & Hsieh, 2012). When organizations are willing to give them care attention and extend hands to help, employees may feel cared for, respected, and recognized which determinations them to high performance, high cooperation, increased appreciation, reciprocity, and identification among workers.

Furthermore, a proper reaction to employees' mistakes, recommendations, and performance is a suitable method to have good communication with employees (Mitchell et al., 2012). The performance improvement, rewards, and effort indicate high perceived organizational support, on the contrary, a low perceived organizational support showed any dissatisfaction between employees and organization relationship because their effort and performance receive contemptibly compensation (Epitropaki & Martin, 2013). In addition, greater perceived organizational support showed the commitment level of employees, employees will make more effort to help achieve the organization's target (Salehzadeh et al., 2014).

On the other hand, the components of perceived organizational support revealed that perceived organizational support was associated to three positive outcomes (Baran et al., 2012), there were employees' wellbeing, good attitudes toward organization, and the result of behavioral outcomes benefits (Kurtessis et al., 2017). Furthermore, Kurtessis et al. (2015) stated that perceived organizational support be able to motivate employees' positive behaviors and attitudes and accomplishes the employees' needs socio-emotional in the organization.

2.1.4 Job Satisfaction and Turnover Intention

Job satisfaction has a negative relationship with turnover intention. In other words, job satisfaction can be considered as a direct antecedent of the employees' intention to leave an organization (Steers & Mowday, 1981). Low job satisfaction is linked to high turnover intentions, while in contrast, high job satisfaction is linked to low turnover intentions. When the employees are satisfied with their job, they will not leave their organization, and vice versa (Nadiri & Tanova, 2010). Job satisfaction can be measured from the differences between the employees' expectations of the benefits received and the benefits that they actually received. Increased turnover intentions are ensured if there is a significant discrepancy between expected and real benefits. Organizations should handle this situation to minimize the disparity so that employee satisfaction with the organization can be increased and resulted in fewer turnover intentions. The employees who are satisfied with their employment are more likely to remain with the organization, whereas those who are unsatisfied with their positions and organizations are more likely to leave (Saeed et al., 2014) and as supported by Zeffane et al. (2017). Meanwhile, dissatisfied employees have higher persistency levels to find another workplace with favorable conditions and get out of their current workplace (Acker, 2018; Mullen et al., 2018).

Job satisfaction and turnover intention have a significant relationship, according to Trevor (2001) and Spector et al. (2007). Job satisfaction is a crucial factor in most turnover theories. Job satisfaction was proven to negatively associate turnover intention (Williams & Skinner, 2003) and was used to predict turnover intention (Shaw, 1999) significantly. Based on the research findings by Hassan (2014), there was a negative but substantial relationship between job satisfaction and turnover intention, with the results showing that the employees are less inclined to quit if they are satisfied with their positions. Most of the previous empirical

supports found and showed that job satisfaction negatively links turnover intention. Employee turnover is a result of unhappiness with one's employment (Han et al., 2016). Similar results has been found by Shah and Jumani (2015), there is a very strong association between job satisfaction and turnover intention. Therefore, previous studies stated that when the employees are dissatisfied with their jobs, they are more likely to leave the organization and find new jobs that are more suitable for them (Salleh et al., 2014).

Several previous studies established a negative relationship between job satisfaction and turnover intention. Ibrahim, Hilman, and Kaliappen (2016) analyzed the effects of job satisfaction on the turnover intention among 350 bank employees in Nigeria. The employees' turnover intention was found to be significantly influenced by job satisfaction. Meanwhile, the organization established some kind of practices to ensure the job satisfaction of employees in their organization and to reduce the turnover intention between the employees moderately. However, the findings from this study suggested the need to ensure their organizational policies are holding up with the organization's objectives intentionally.

The previous study by Chin (2018) examined the impacts of job satisfaction on employee turnover intention and supported the contribution of job satisfaction components to turnover intention in a sample of 100 employees from Malaysia's manufacturing industry. The findings showed that job satisfaction was negatively associated with employee turnover intention, with the rate of job satisfaction was normally high and that the career growth level was the most significant contributor to turnover intention. Then, the limitations of this research were stated during the distribution of questionnaires for improvements.

According to Alam and Asim (2019), various factors including satisfaction with supervision, organizational policies and strategies, clarification of duty, career development, and compensation levels, have a strong negative relationship with turnover intention. As a

result, the organization needs to improve all these satisfaction factors so can achieve high job satisfaction and low turnover intention. According to these findings, the improvement suggestion for future researchers is to conduct a future investigation based on different demographic groups with different educational backgrounds.

Similar findings were observed by another previous study reported by Shah and Juman (2015). The paper studied the relationship between job satisfaction and teacher turnover intentions in Rawalpindi, Pakistan, and was aimed to look at the correlation between job satisfaction and turnover intention, as well as the relationships between the indicators of job satisfaction and turnover intention, so that the elements affecting job satisfaction can be confirmed. This study demonstrated a great extent of association on the indicators of job satisfaction (i.e., salary) with turnover intention, while the job scope itself, promotion, and supervision had a moderate relationship with turnover. Additionally, the findings of this research revealed that the dominant effects of turnover intention were the pay also continuance commitment factors. Conversely, the statistical findings of an investigation on job satisfaction and turnover intention by Pugh (2016) advised that high intensities of job satisfaction as well as demographic aspects did not contribute to the predictive model. This finding suggested that turnover intentions are a poor substitute for dissatisfaction and have low predictive ability for turnover intentions.

Furthermore, Huang et al. (2017) previously investigated the moderating impacts and links of employment alternatives and policy supports in terms of job satisfaction and turnover intention and provided similar findings that validated the current findings. However, this study provided the theoretical propositions suggestion about empirical discussion and supported the contribution of voluntary turnover and the advantageous potentials of the relationships between job satisfaction and ease of movement. Based on the findings, cognitive job satisfaction has a

greater negative influence on turnover than affective job satisfaction. Both of these impacts depend on the characteristics associated with mobility.

Overall, the research discussed above revealed that job satisfaction and turnover intention are linked. The findings majority discovered job satisfaction and turnover intention correlation in different professions, departments, and nations. All of the previous studies above can be hypothesized that job satisfaction is associated with turnover intention. When the employees are faced with adverse work conditions and are unsatisfied with their jobs, they are more likely to consider decreasing their contributions, obtaining a new job elsewhere, or leaving the current company. Moreover, a meta-analytic study of the correlation between job satisfaction and turnover intention gives different perceptions of organizational supports in a similar subject (Griffeth et al., 2000).

However, inconsistency of previous studies on job satisfaction and turnover intention were found, those studies stated that job satisfaction was not significantly predict turnover intention (O'Connor, 2018; Pugh, 2016). Previous study by O'Connor (2018) used a sample of office administrators, while Pugh (2016) used a sample of hospital social workers in his study. Moreover, both past studies by O'Connor (2018) and Pugh (2016) had limitation in the sample size, it might affect the correlation between job satisfaction and turnover intention. Both studies also not focus on clarifying the contributions of maintenance on job dissatisfaction, motivators on job satisfaction, and how to separate out from turnover intention. Therefore, there is a need to determine the prediction of job satisfaction on turnover intention in education sector of Malaysia context as those previous findings are from different context (i.e., public school, hospital) and different country (i.e., United States). These limitations are being addressed in this study and contribute to new findings.

2.1.5 Perceived Organizational Support as a Moderator

Perceived organizational support is well defined as the employees' perceptions that are related to motivational forces in organizational welfare (Eisenberger et al., 1997). Perceived organizational supports can facilitate assistance for employees, increase appreciation of expected performances and workers' satisfaction, and meet social-emotional needs (Chang, 2015). Workers' trust in the organization is usually referred to as perceived organizational support. This belief is linked to the workers' perceptions about the organizational concern and contribution to their well-being (Farh et al., 2007). Gündüz (2014) stated that all the employees need organizational supports because supported employees will use their highest level of knowledge and skills that are advantageous for the organization.

Subsequently, it was discovered that if an organization willingly implements a reward system, enriches works, and has positive policies at work, the perceived organizational support felt by the employees will improve. The levels of perceived organizational support will support the academic staff in the organization (Kraimer et al., 2001). Perceived organizational supports would give the organization a feeling of obligation, gratitude, and trust to accomplish mutual relationships and provide benefits to the organization and employees. Therefore, a high level of perceived organizational support makes the employees feel more obliged to do maximum hard works for the organization, rather than a low level of perceived organizational support (Djurkovic et al., 2008). This feeling of obligation can have broader effects on satisfaction and turnover intention (Arshadi, 2011). Likewise, the employees will be more satisfied at work if they consider their organization as supportive and lessen their desire to quit (Loi et al., 2006).

As a result, it was hypothesized that the perceived organizational supports factor could act as a moderator for job satisfaction and turnover intentions relationship at the workplace.

The perceived organizational supports factor was used as a moderating variable in several prior researches according to various pairs of relationships (Webster & Adam, 2010), such as job satisfaction and turnover intention (Lee, 2020), emotional intelligence, and turnover intention (Giao et al., 2020), artificial intelligence awareness and turnover intention (Li et al., 2019), burnout and satisfaction (Cheng & Yi, 2018), followed by emotional intelligence and well-being (Akhtar et al., 2017). A close reflection of the current study was shown by Gadi and Kee (2020) and Shantz et al. (2016), as both of these studies reported that perceived organizational supports enhanced the work engagement and turnover intention association variables. From these previous studies, organizational supports protected the negative relations between study variables. For this reason, this current study proposed that the employees who have high support from the organization and satisfaction within their work will be guaranteed reduced turnover intention.

Other than that, Romeo et al. (2020) showed that perceived organizational support interacts with job satisfaction to reduce turnover intention. High perceived organizational support contributes to a strong possibility of a negative correlation between job satisfaction and turnover intention. Additionally, high perceived organizational support and low job satisfaction reduce the probability of turnover intention. The findings of previous researches published by Colakoglu et al. (2010) and Tschopp et al. (2014) partially supported the outcomes of this present study by demonstrating that job satisfaction is significantly influenced by perceived organizational support. Thus, when the employees believe that their employers appreciate them, the employees' job attitudes, such as efforts, well-being (Tschopp et al., 2014), and positive consequences related to exchanges between the employees and their organization will appear (Bufquin et al., 2017).

Galleta et al. (2011) performed a previous moderation study focusing on the roles of perceived organizational supports on care adequacy perceptions, work satisfaction, and turnover intention relationship. This findings revealed that the correlation strengths among care adequacy and work satisfaction as well as the relationship among work satisfaction and turnover intention differentially moderated, depending on the extent of perceived organizational supports. Besides this, the data also showed that an employee's assessment about care adequacy is linked to better work satisfaction, and it is linked with a lower turnover intention.

Research that was done by Lee (2020) investigated the moderating effects of organizational supports moderation on the correlation between job satisfaction and turnover intention. This investigation reported job satisfaction shown to be substantially associated with turnover intention, while perceived organizational supports moderated the association between job satisfaction and turnover intention. Furthermore, according to the findings of this study, enhancing the levels of perceived organizational supports is useful to minimize turnover and improve job satisfaction. Likewise, a previous study by Hofaidhllaoui and Chhinzer (2014) investigated the impacts of perceived organizational supports in moderating the association between job satisfaction and turnover intention among engineers in France. The findings indicated job satisfaction and turnover intention were influenced by perceived organizational supports, and these strengthen workers satisfaction at work and decreased their turnover intention as they received sufficient supports. Based on the research suggestions regarding the worker's knowledge, job satisfaction is a multifaceted variable that should be disaggregated into all the turnover models.

A previous study by Khan and Ali (2015) explored the moderating impacts of perceived organizational supports on job satisfaction and the desire to quit. This study looked at the

moderating function and the mediating effects of perceived organizational supports on job satisfaction and desire to quit. The data revealed that perceived organizational supports factor was a significant moderator in this relationship that modulates the total variables. The findings of this study suggested that future researches should explore a larger sample size to generalize the results.

Based on the same premise, previous research studies above showed that the perceived organizational supports factor is related to a range of characteristics. From an organizational standpoint, perceived organizational support is connected to positive outcomes, such as improved employee satisfaction and reduced withdrawal behavior (Jain et al., 2013). These data supported the use of the perceived organizational supports factor as a possible moderator (Weaver-Jr, 2015). Eisenberger et al. (1986) proposed that perceived organizational supports trigger a psychological process that shows good treatment from an organization and would strengthen the associations that are connected to increased satisfaction as well as lessened turnover intention. The concept taken from the social exchange theory by Blau (1964) mentioned the perspectives of equal exchange relationship among different parties, such as when an organization gives something significant to the employees, then the employees will respond to the awards earnestly at the same time. Likewise, the employees are giving positive responses (i.e., job satisfaction, lessened turnover intention) when they are receiving supports from the organization (Hasan et al., 2018).

Nonetheless, the previous study by Luu (2017) about the role of perceived organizational support in moderating job satisfaction and turnover intention correlation yielded insufficient results since the outcomes (in terms of the moderator's role in perceived organizational supports) was not strong. This study suggested to focus on collecting a representative sample which based on population criteria (Luu, 2017). Moreover, perceived

organizational supports may act as a potential moderator for job satisfaction and turnover intention association. This association is being reinforced while the academicians are feeling a larger amount of support. In addition, there is a need to discover academic staff turnover rate in a private university because most of the academic staff's turnover researches done so far were generally focused on the academic staff from public universities rather than private universities (Ainer et al., 2018; Ali et al., 2014; Hassan & Hashim, 2011; Ramasamy & Abdullah, 2017; Yimer et al., 2017). Thus, this study aims to add new findings to the literature by discovering how perceived organizational support is predicted to moderate job satisfaction and turnover intention relationship on academic staff in Malaysia's private universities context.

2.2 Theoretical Framework

Social exchange theory is a theory which underpinned this study that was originally developed by Homans (1958). This theory explained about exchange interaction between organization and employees by providing benefits and used to investigate various organizational relationships (Harden et al., 2018).

The fundamental concept of social exchange theory is cost and rewards (Tiwari, 2017), according to Blau (1964), social exchange theory is about individuals' positive responses to the organization which rewards them. Positive responses within the organization are reciprocated back positively. Social exchange theory posits as individuals participate in a kind of contact when organizations assist their employees and a sense of duty arises from the exchange (Harden et al., 2018). Moreover, this theory is able to understand an organization's behavior and interpersonal relationship (Redmond, 2015).

According to the social exchange theory, the difficulty to understand organizational supports and job satisfaction factors often caused the leaving of employees from the current organization (Jain et al., 2013). The leaving an organization behavior is commonly attributed to various important variables, such as individual, employee intention, environment, and organization, that are interrelated (Chang et al., 2013). Likewise, some of the study variables tested, including job satisfaction and perceived organizational support, can influence turnover intention (Khan & Ali, 2015). The organizations may give support and added values to their employees to increase motivation towards their works and organizations. The employees are less inclined to quit the company and organization (Abdulkareem et al., 2015). Other than that, the exchange processes between the attachments to their jobs, in the combination of their good or bad sentiments about their employers, may assist the public in understanding the decisions to leave an organization, since those are related to their job dissatisfaction in regard to their workplace (Nawaz et al., 2015).

Inherently, the turnover process is a decision that usually starts with the employee's evaluation of the current job. This process will eventually end up with an advanced determination of satisfaction or dissatisfaction (Chang et al., 2013). Connor (2018) explained that the social exchange theory is employees' evaluation for alternative option when they feel dissatisfied with their current job settings and will quit the current job if the alternative is estimated to provide more satisfaction. As a consequence, the employees who are feeling dissatisfied would eventually leave the organization. Conversely, if the employees feel appreciated by the organization, they may feel satisfied and will not leave their organization (Tnay et al., 2013).

Additionally, if the employee feels that they are receiving adequate supports from the organizations, they will be happier with their jobs and organizations, hence having less intention to quit (Khan & Ali, 2015). More than that, another discussion by Diógenes et al.

(2016) revealed that perceived organizational supports are an essential variable concerning job satisfaction to turnover intention. The study stated that the lower perceived organizational support could be shown with lower job satisfaction and greater development of turnover intentions. As supported by Siqueira and Gomide (2014), all the evidences demonstrated that support has the correlation with employees' intention to quit from the organization. Another literature showed the importance of employees' perceptions regarding organizational supports. It also revealed a higher level of job satisfaction and a lower intention to leave the organization (Diógenes et al., 2016).

2.3 Conceptual Framework

For this study, there are three variables namely, job satisfaction as independent variable, turnover intention as dependent variable, and perceived organizational support as moderator variable. This proposed framework would be as an opportunity to determine positive or negative perception on the prediction of job satisfaction on turnover intention and whether perceived organizational support moderating of this relationship.

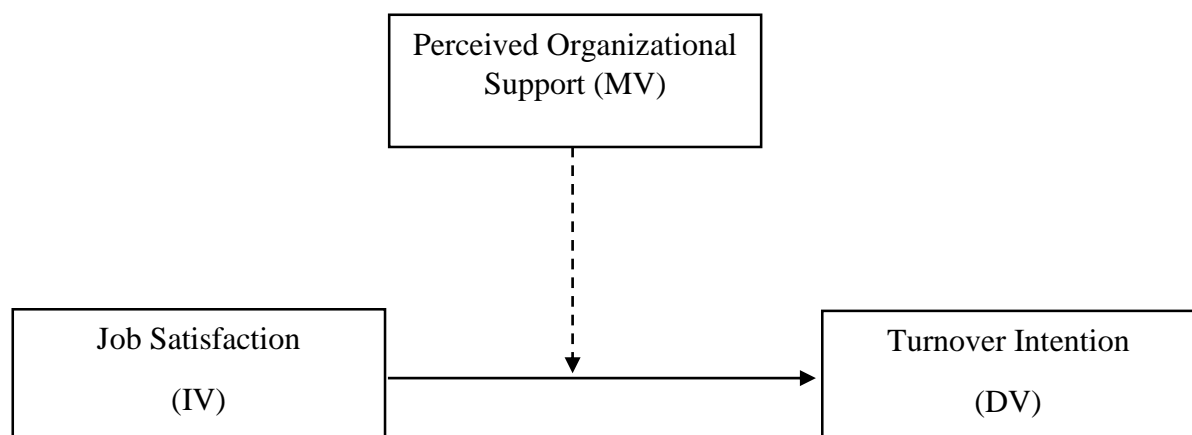


Figure 2.1. Conceptual Framework

2.4 Conclusion

This chapter reviewed all detailed overview of previous studies by previous several authors. This chapter has included a review of the literature on job satisfaction (independent variable), turnover intention (dependent variable), perceived organizational support (moderator variable), a previous study on job satisfaction and turnover intention, and a previous study on perceived organizational support as a moderator. Furthermore, this chapter explored several theoretical and conceptual frameworks according to the study.

CHAPTER III

METHODOLOGY

3.0 Introduction

The following chapter discuss the methods and procedures of data collection to obtain the objectives study. This methodology provides detailed information about the study to be conducted. Following sections will discuss the design of research, data collection procedures and participants, materials, and data analysis.

3.1 Research Design

Hair et al. (2007) claimed that research designs are basic knowledge for carrying out research projects and as a basic framework that can guide data analysis as well as the project data collection phase. Therefore, quantitative research applied in this study because this method provides a broad range of knowledge as well as being quick and economical method to collect data. Quantitative research involves statistical analysis, then the results depend on the numerical evidence that arises in testing hypotheses and concluding meaningful ways (Ticehurst & Veal, 2000).

The research design for this study was cross-sectional and data collection through online questionnaires. When the data have been collected it was tested for normality data, and the data assumptions was found normally distributed and PROCESS Macro version 3.5 provided by SPSS has been used to determine prediction between the variables and the moderating role of

perceived organizational support. Besides, this study used descriptive research as it is structured to be able to gather data that describe the identity of the topics addressed in the study (Hair et al., 2007). This study consisted of one predictor variable, one criterion variable, and one criterion variable. Job satisfaction is a predictor variable, turnover intention is a criterion variable, and perceived organizational support as a moderator variable.

3.2 Population and Sample

The population is several elements over with conclusions are made (Cooper & Schindler, 2014). Identifying the target population is an essential stage of research (Sekaran & Bougie, 2016). In this current research, the population comprises of academic staff from 83 private universities in Malaysia that are 25,961 according to the Ministry of Higher Education Malaysia Statistic (2019). The number of private universities in every state is 35 in Selangor, 17 in Kuala Lumpur, 7 in Johor Bahru, 6 in Perak, 3 in Kedah, 3 in Negeri Sembilan, 3 in Sarawak, 2 in Sabah, 2 in Pahang, 2 in Penang, 1 in Terengganu, 1 in Malacca, and 1 in Perlis. 65 private universities are located at *Perak, Kuala Lumpur, Selangor, and Johor Bahru*. Therefore, the target population would be the academic staff of 65 private universities from these 4 (four) major states. From 65 private universities, that are 76% of total private universities. The number of academic staff from 65 private universities is 16,442.

The researcher used G*Power software to calculate the sample size. The minimum size required for this study was recorded at 89 (Buchner et al., 2019). According to Guilford (1954), the sample size should be at least 200. However, to avoid any issues (i.e., missing data, incomplete data, low-quality data), the researcher tried to collect a minimum of 300 respondents. The sample size of 300 is also considered good by Tabachnick and Fidell (2013).

3.3 Sampling Technique

This research used a probability sampling technique with multistage random sampling. Probability sampling refers to sampling approach where each unit has the same probability of being selected. Through the multistage cluster random sampling method, the sample derives out from aggregations of the population that are geographically diverse and unable to access at the same time (Sedgwick, 2015). Therefore, multistage cluster random sampling was used to pick a random sample of clusters from an appropriate geographical location within the population.

In the current study, the sample for this study was obtained via multistage random sampling with three stages. In the first stage, the Malaysia states were chosen randomly with probability proportional to population size. Therefore, states with a higher number of academicians had a higher chance of selection. In the second stage, a random sample of private universities from the chosen states was gathered. At the final stage, academicians were chosen randomly from each university and invited to participate in the study. The 4 major states in Malaysia (*Perak, Kuala Lumpur, Selangor, and Johor Bahru*) are referred to as the first stage units, the private universities as the second stage units, and the academicians who working within the private universities as the third stage units (refer to Figure 3.1).

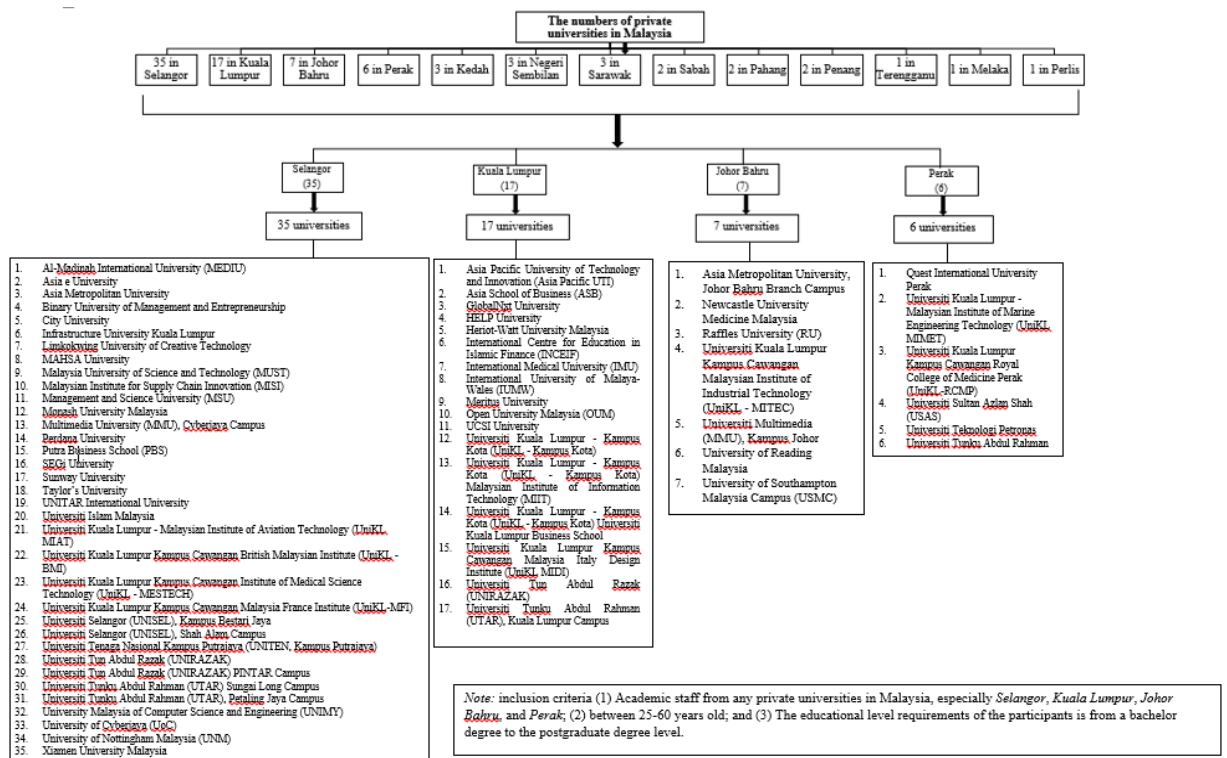


Figure 3.1. Flowchart of Multistage Random Sampling

The present study recruited participants according to the following inclusion criteria (1) Academic staff from any private universities in Malaysia, especially *Perak, Kuala Lumpur, Selangor, and Johor Bahru*; (2) between 25-60 years old; and (3) the participants' educational levels requirements from a bachelor's degree to a postgraduate degree. The exclusion criteria of this study are individual who is not working in private universities, individuals with age below 25 and above 60, and the educational level below bachelor degree. Individuals that does not fall in the above criteria were not selected. Several past empirical studies applied the same sampling method in collecting responses from academic staff (Abdul et al., 2019; Fahmi & Mohamed, 2020; Manogharan et al., 2018; Ngalomba, 2018).

3.4 Participants

Academic staff from 65 universities was participated for this study. The participants between 25 to 60 years old were selected. The current study focused on academic staff (professor, assistant professor, senior lecturer, and lecturer), and based on the Ministry of education Malaysia, academic staff members range in age from 25 to 60 years old. Participants who meet the inclusion criteria as academic staff from private universities in Malaysia especially from *Perak, Kuala Lumpur, Selangor, and Johor Bahru*, staff aged from 25 to 60 years old, and educational level from bachelor degree to the postgraduate level were enlisted. Oppositely, participants who met exclusion criteria such as those under the age of 25 and those above the age of 60, not academic staff from private universities in Malaysia especially *Perak, Kuala Lumpur, Selangor, and Johor Bahru*, and the educational level below bachelor's degree were excluded from the present study.

Additionally, the participants' backgrounds were examined to determine how every category and instrument is distributed among demographics. In current study, there were total of 415 responses collected from online questionnaires, and after cleaning up the cases 327 responses were utilized for final study analysis. The demographic profile of participant is presented in the Table 3.1.

In this study, the participant of present study were mostly females. Furthermore, Malays as the majority of the participants in this survey, followed by Chinese and Indians. The average age of the participants is 43.67. The participants are mostly married, and the majority of them have a doctoral degree as their highest educational level. Most of the participants have been working with the organization for 6-10 years and followed by more than 1 year to 5 years. Besides, many of the participants have a monthly income of more than RM8000.

Table 3.1
Frequency Distributions of Respondents from Demographics Profile

	N	%	Mean	S.D
Age			43.67	9.36
Sex				
Male	161	49.20		
Female	166	50.80		
Marital Status				
Single	75	22.90		
Married	234	71.60		
Separated/Divorce	7	2.10		
In relationship	11	3.40		
Race				
Malay	143	43.70		
Chinese	86	26.30		
Indian	60	18.30		
Others	38	11.60		
Educational Level				
Bachelor Degree	13	4.00		
Master Degree	141	43.10		
Doctoral Degree	154	47.10		
Professional	19	5.80		
Tenure with the organization				
Less than 5 years	18	5.50		
More than 1 year – 5 years	92	28.10		
6 – 10 years	120	36.70		
11-15 years	44	13.50		
16-20 years	37	11.30		
Monthly income				
Less than RM2000	1	0.30		
RM2000-RM4000	36	11.00		
RM4000-RM6000	89	27.20		
RM6000-RM8000	71	21.70		
More than RM8000	130	39.80		
Total	327	100		

Note. N=327. *S.D* = Standard Deviation.

3.5 Data Collection Method

Data collection is an authoritative part of the research. Data collection accuracy may affect research results. The data are procurable from primary or secondary data collection. This current study will gain the data from primary data collection.

3.5.1 Primary Data Collection

This study was focus on collecting primary data to collect data. Hair et al. (2003) claimed that primary data refers to collecting recent information that aims to complete a research project. In this study, the primary source of data has been collected using the questionnaire survey method. Data was collected using a questionnaire that covers job satisfaction, turnover intention, and perceived organizational support. Data were collected effectively and the results of interpretations will be monitored by supervisors so as not to change any variables. And also the questionnaire is not expensive and quicker to gather data and information.

3.6 Instruments

For this study, the researcher used online questionnaire to collect a significant quantity of potential data from a large number of participants. The questionnaire used in current study divided into four sections which are section A, section, section C, and section D.

3.6.1 Section A: Demographic Data

The demographic data sheet was made to identify variables that might change the factor of turnover intention and the sheet included the age of the participants, gender, relationship status, race, educational level, employment position, tenure with the organization, and monthly income.

3.6.2 Section B: Turnover Intention Scale (TIS-6)

This study used the Turnover Intention Scale (TIS-6) revised by Bothma and Roodt (2013) adapted from Roodt (2004). The TIS-6 has been pared down from Roodt's original 15 items turnover intention scale. This scale is made up of 6-items statements to measure turnover intention and the respondents are required to answering the scale statement such as "How often have you considered leaving your job" using a 5-point Likert-type scale. Cronbach's alpha coefficient for this scale was 0.80 (Bothma & Roodt, 2013).

3.6.3 Section C: Minnesota Satisfaction Questionnaire (MSQ)

This study used Minnesota Satisfaction Questionnaire (MSQ) by Weiss et al., (1977) to measure job satisfaction. This scale consists of 20 items which revealed two factors there is intrinsic and extrinsic satisfaction, with statements on a 5-point scale. Cronbach's alpha coefficient for this scale was 0.90 (Weiss et al., 2017).

3.6.4 Section D: Survey of Perceived Organizational Support (SPOS)

The Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986) was used to assess perceived organizational support. "Because the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic. Prudence nevertheless dictates that both facets of the definition of perceived organizational support (valuation of employees' contribution and care about employees' well-

being) be represented in short versions of the questionnaire” (Rhoades & Eisenberger, 2002, p. 699). This scale has 8-items which measures perceived organizational support and respondents required to answering the scale statements using a 7-point Likert-type scale (0 = strongly disagree, 1 = moderately disagree, 2 = slightly disagree, 4 = neither agree nor disagree, 5 = moderately agree, 6 = strongly agree). Cronbach’s alpha coefficient for this scale was 0.97 (Eisenberger et al., 1986).

3.7 Procedure

Before the distribution began, a demographic data collection and an online questionnaire were developed (refer to Appendix A, p. 92). The questionnaire distribution used an online survey. Qualtrics was used to create the online questionnaire, which was based on three instruments namely Turnover Intention Scale (TIS-6) by Bothma and Roodt (2013), Minnesota Satisfaction Questionnaire (MSQ) by Weiss et al. (1977), and Survey of Perceived Organizational Support (SPOS) by Eisenberger et al. (1986). The survey link (https://utarpsy.au1.qualtrics.com/jfe/form/SV_3dATv5lcaLfDuSh) was sent via email to the participants. To obtain consent from the participants, before starting the questionnaire, consent option was given to guarantee that every participant is entirely voluntary and to inform the participant that the questionnaires are anonymous, confidential, and have no predictable risks related to this current study. The questionnaires were distributed to each employee at the same time. The questionnaires took approximately 15 minutes to complete. To verify the realness of the research, the data was verified through the Statistical Package for Social Sciences (SPSS) version 25.

Participants for the current study were academic staff from private universities of Malaysia. The questionnaire will be distributed to the participants. The current study's target participants were individuals who worked as academic staff from any private universities in Malaysia especially in *Perak, Kuala Lumpur, Selangor, and Johor Bahru*, educational level required is bachelor degree to the postgraduate degree level, and the participant's age between 25 to 60 years old. In contrary, participants who are under the age of 25 and above the age of 60, with an educational level below a bachelor's degree, non-academic staff, and not working in private universities would not be recruited in this current study.

3.7.1 Pilot Study

A pilot study analysis was performed prior to assess the viability of the approach to be utilized in a larger size study. Before the actual study, a pilot study was undertaken to assess the viability of the approach that would be utilized in a larger-scale study (Leon, Davis, & Kraemer, 2011). Forty respondents will be selected as suggested by Connelly (2008). A pilot study was conducted on 40 academic staff to assess the feasibility of the study and the reliability of the measures. The participants were recruited through probability sampling technique with multistage random sampling from *Perak, Kuala Lumpur, Selangor, and Johor Bahru*. The participants answered the online survey distributed from 20 November 2020 to 6 December 2020. According to the result of the pilot study, Turnover Intention Scale (TIS-6) has a Cronbach's alpha of .917. Minnesota Satisfaction Questionnaire (MSQ) has a Cronbach's alpha of .936, and Survey of Perceived Organizational Support (SPOS) has a Cronbach's alpha of .932. According to Pallant (2011), Cronbach's alpha of a scale above .70 indicates that the scales are high reliability. Furthermore, the moderation study revealed the relationship between job satisfaction and turnover intention moderates by perceived organizational support, R^2

change = .041, $p = .021$, $F(2,37) = 45.218$, $p\text{-value} < .001$, adjusted $R^2 = .710$ which equals to 71% of total variance.

Table 3.2

Pilot Study - Instrument Reliability

Instrument	Total items	A
Turnover Intention Scale	6	.917
Minnesota Satisfaction Questionnaire	20	.936
Survey of Perceived Organizational Support	8	.932

3.7.2 Actual Study

The questionnaire was distributed to potential participants through email. The data were collected from 7 December 2020 to 22 February 2021. Only 415 of the 4487 questionnaires distributed were returned. The questionnaire responses are listed in Table 3.3 per state.

Table 3.3

Actual Study - Number of Distributed and Returned Questionnaires

No	States	Total Private Universities	Distributed	Returned
1	Selangor	35	1801	179
2	Kuala Lumpur	17	1228	85
3	Johor Bahru	7	785	47
4	Perak	6	673	104
Total			4487	415

In actual data collection, 415 data were collected, after data were cleaned final study analysis were examined with a total of 327 cases. Moreover, Cronbach's alpha was utilized to define the reliability of each instrument, and it showed that each instrument performed high reliability.

Table 3.4

Actual Study - Instrument Reliability

Instrument	Total items	A
Turnover Intention Scale	6	.862
Minnesota Satisfaction Questionnaire	20	.949
Survey of Perceived Organizational Support	8	.870

3.8 Data Analysis

The data analysis was imported from the raw data into valuable data and appropriate information by using proper techniques. Data analysis stages consisting of certain procedures were used to summarize and convert data into suitable information (Zikmund et al., 2003). The gathered participant data from the questionnaire analyzed by Statistical Package for the Social Science (SPSS) Version 25 to obtain information and the analysis were used the normality test, reliability test, multiple linear regression, and PROCESS SPSS Macro by Hayes (2018).

A normality test has been conducted to determine the data set of the current study is well-modeled, it is crucial for empirical studies because if the normality test assumptions are not met, it might lead to inappropriate inferences and inaccurate estimates (Das & Imon, 2016). The normality test indicators are Kolmogorov-Smirnov normality test, boxplot, quantile-quantile (Q-Q) plots, skewness, histogram, and kurtosis test. On the other hand, the nature of

the relationship between two variables was determined using multiple linear regression. The assumptions of multiple linear regression are “normality of residual, linearity of residual, no multicollinearity, homoscedasticity, independent error, and multivariate outliers”. The indicators of multiple linear regression are quantile-quantile (Q-Q) plots and scatter plots.

Then, PROCESS Macro by Hayes (2018) was used to investigate the prediction of job satisfaction on turnover intention as well as perceived organizational support as a moderating role variable. Additionally, perceived organizational support is a continuous variable, but the analysis presented in this current research treats perceived organizational support (moderator variable) as a dichotomous variable. This dichotomy was supported by previous research and it was produced by researchers classifying cases via mean split (Abdollahi & Carlbring, 2017; Byrne & Hochwarter, 2008; Chang et al., 2018; George and Jones, 1996; Wikhamn & Hall, 2014), with perceived organizational support scores greater than the mean (>27.95) as being “high” and those scores less than or equal to the mean (≤ 27.95) as being “low”. Although variable dichotomization has its critics (Cohen, 1973), Farrington and Loeber (2000) showed that it did not result in a reduction in assessed association strength and was more easily comprehended by a larger audience. Moreover, this study will use tables and figures to give clear information about the data. The description of data output will be placed under table and figure.

3.9 Ethical Consideration

Research ethics were considered in the research design, data storage, and reporting stage (Saunders et al., 2016). All ethical issues (i.e., volunteerism, privacy) are going to be calculated during this research. This current research obtained ethical approval before research from

Universiti Tunku Abdul Rahman (UTAR) on 23 September 2020 with reference number U/SERC/147/2020, in accordance with their guidelines due to the involvement of human subjects. This current study has used a questionnaire for data collection. It includes the letter which states the objective of the research, voluntary participation, no predictable risks, and confidentially assurance of data. Moreover, respondents are required to provide their consent when participating in this research.

3.10 Conclusion

This chapter has explained the detailed methodology of this current research. This chapter has featured research design, data collection method, population and sample, variables instrument, procedure, and data analysis.

CHAPTER IV

RESULTS

4.0 Introduction

This chapter discusses the findings of the collected data to obtain the hypotheses of this study. This chapter consists of data cleaning, normality assumptions, descriptive statistics, hierarchical multiple regression, and moderation analyses.

4.1 Data Cleaning

In this part, data cleaning is required to check for blank responses, data entry errors, straight lining data, and missing values.

4.1.1 Blank responses

The first step in data cleaning is checking for the blank responses among the collected questionnaires. A total of 415 responses were successfully collected in this present study. After that, blank responses were cleaned up, and 75 cases were eliminated. And initially, 13 cases were eliminated because they did not met the criteria.

4.1.2 Data entry errors

In verifying the data error, there are two methods used, sampling checking and random case checking. For sampling checking, using SPSS 25, all fields were sorted in ascending or descending to see if there was an entry error or any entry that was outside of the range in the incorrect responses. In most cases, the incorrect value can be replaced with the correct value by checking back the original survey responses. Next, this current research also conducted random case checking by randomly selecting 10% of the total cases. The respondent IDs that were double-checked for the data entry are shown in Appendix K, p. 115.

4.1.3 Straight lining data

This study also tests the response pattern to detect if there is a straight-lining pattern, it occurs if a respondent provides the same feedback or response for most of the questions (Hair et al., 2017). In current study, the straight-lining assessment was conducted with Microsoft Excel 2016. Among all 327 tested cases, no cases were detected with straight-lining.

4.1.4 Missing value

The next step in data cleaning is to find any missing data or parts of the data collection missing data occurs when a respondent intentionally or unintentionally does not answer one or more questions (Hair et al., 2017). The consequence of missing data is that it reduces a study's statistical power and may result in skewed estimations, resulting in useless findings (Kang, 2013). This current study follows a four-step process by Hair et al. (2010) to discover missing data and implement remedies, first step is (a) examine the type of missing data (ignorable or

non-ignorable), there are two types of missing data, the first type is ignorable whereby the questions can be part of the instrument, but yet it is allowable for the respondents for not answering the questions and meanwhile, non-ignorable missing data happens because of several factors such as researcher's procedural factor during the data entry process, or the respondents themselves decline to answer some items in the questionnaire (Hair et al., 2010).

In this research, all questions that are related to the structural model are non-ignorable. The next step is (b) to examine the extent of missing data, SPSS Version 25 was employed to test the degree of missing data. There is no missing value found from the data set. Then, the next step is (c) to identify the randomness of missing data. In this step, Little's Missing Completely At Random was conducted. The result found that there are no missing values, and EM (Expected Maximisation) estimates are not computed. The last step is (d) to apply the remedies to treat the missing data, in this study, there were no missing values, therefore, did not apply any remedies to treat the missing values.

4.1.5 Outliers

Outliers are extreme responses to single questions or extreme responses to all items in the questionnaire (Hair et al., 2017). Since outliers can adversely affect data's normality and produce distorted results, scrutinizing the outliers is therefore imperative (Kiprotich, 2016). The assumptions of normality were checked before conducting the actual study. The outliers in this study are detected using univariate and multivariate detections on independent, dependent, and moderator variables.

The outliers of univariate were determined by using Z-score and boxplot. No cases were found as univariate outliers by referring to Z-score which has a score less than -3.29 and not more than 3.29 and no data was removed from the data set. Furthermore, this study tested

multivariate outliers by checking the Mahalanobis Distance value by Barnett and Lewis (1978), Cook's Distance value by Cook and Weisberg (1982), as well as Centered Leverage Value by Hoaglin and Welsch (1978) to diagnose the multivariate outliers, which is a multivariate evaluation for each evaluation using a collection of variables (Hair et al., 2010). According to multivariate outliers' tests, 10 cases which included 10, 38, 259, 299, 316, 317, 323, 325, 326, and 327 were identified as potential multivariate outliers. Table 4.1 shows the results of multivariate outliers' values. After checking the instances to the benchmarks of multivariate outliers, no one of the values identified disrupted Mahalanobis distance's standard or Cook's distance's standard, but four values disrupted the Centered Leverage distance with the value of benchmark of 0.024. However, these four cases were not deleted since the other two distances were not violated. The total sample for data analysis was 327 responses.

Table 4.1

Results of Multivariate Outliers

No. of case	Mahalanobis Distance (MD)	Cook's D	Centered Leverage
10	14.438	0.000	0.044
38	6.611	0.026	0.020
259	9.365	0.007	0.029
299	7.561	0.019	0.023
316	6.737	0.009	0.021
317	7.000	0.019	0.021
323	7.039	0.002	0.022
325	7.814	0.007	0.024
326	9.451	0.003	0.029
327	9.868	0.008	0.030

Note: $N = 10$.

4.2 Normality Assumptions

4.2.1 Skewness and kurtosis tests

Data is normally dispersed within skewness and kurtosis range within 2 (George and Mallery, 2010). The results of current data have attained a suitable skewness and kurtosis standard.

Table 4.2

Table of Skewness and Kurtosis

Variables	Skewness	Kurtosis
Turnover Intention	.740	.259
Job Satisfaction	-.392	.050
Perceived Organizational Support	-.154	-.191

4.2.2 Kolmogorov-Smirnov

In the current study, the test value of each variable not exceeding the p -value of .05, meaning that the data were not normally distributed as suggested by Ghasemi and Zahediasl (2012) (see Table 4.3). Nevertheless, the violation of the normality assumption should not pose a significant problem if the sample size is high enough (>30 or 40) (Pallant, 2007), implying that parametric procedures can be used even if the data are not normally distributed (Elliott & Woodward, 2007).

Table 4.3

Table of Kolmogorov-Smirnov Normality

Variables	Statistic	Df	<i>P</i>
Turnover Intention	.115	327	.000
Job Satisfaction	.077	327	.000
Perceived Organizational Support	.062	327	.004

4.2.3 *Histogram*

Each variable's histogram shows an estimated symmetrical curve, indicating variable's data is normally distributed (see Appendix G, p. 109).

4.2.4 *Quantile-quantile (Q-Q) plots*

For every Q-Q plot of the values indicates the points which are closely aligned with the standard line, indicating the normality assumption been fulfilled (see Appendix H, p. 111). Hence, to ensure that the data is distributed normally, at least three assumptions were met.

4.3 **Descriptive Statistics**

4.3.1 *Distributions of Main Variables*

According to the frequency distributions result, the Mean (*M*) and Standard Deviation (*S.D*) for turnover intention (13.6, 4.9), job satisfaction (71.1, 13.4), and perceived organizational support (27.9, 10.8) respectively (Table 4.4).

Table 4.4
Frequency Distributions of Main Variables

Main Variables	Mean	S.D
Turnover Intention	13.62	4.95
Job Satisfaction	71.10	13.43
Perceived Organizational Support	28.00	10.77

Note. All variables have no missing value.

4.4 Assumptions Testing

4.4.1 Multicollinearity

Multicollinearity is defined as a strong relationship between predictors. The quality of regression coefficient estimations is reduced when predictors have a strong correlation, and hence, according to Slinker and Glantz (2008), it may lead to the relevant standard error. When the VIF value is less than 10% and if the value of tolerance is greater than .10, then the value of variables are deemed uncorrelated (Daoud, 2017). As a result, the current study was not violated the multicollinearity assumption (see Table 4.5).

Table 4.5

Table of Collinearity Statistics

Variables	Tolerance Value	VIF
Job Satisfaction	.374	2.676
Perceived Organizational Support	.374	2.676

4.4.2 Independence error

According to Gan and Ahmad (2011), the Durbin-Watson test value must be around 1.5 to 2.5, suggesting that the values are autonomous, then it is implying that the assumption of this study was fulfilled (see Table 4.6).

Table 4.6

Table of Durbin-Watson (Turnover Intention, Job Satisfaction, Perceived Organizational Support)

Model	Durbin-Watson
1	1.553

Note. Independent variable: Job Satisfaction, Perceived Organizational Support

4.4.3 Residual's linearity, residual's normality, and homoscedasticity

Initially, the linearity assumptions were checked. On the vertical Y-axis, a scatter plot of residuals and Y values is presented, followed by a standardized residual on the horizontal X-axis. Second, the residual's normality was examined. It relates to the predictability of the residuals that represent the error, and it may be visually examined by inspecting the scatterplot's residuals (Casson & Farmer, 2014). Furthermore, homoscedasticity were checked as well, according to Osborne and Waters (2002) the errors variance is comparable through all independent variables, as term implies. These assumptions were fulfilled since the scatterplot revealed a linear pattern (see Figure 4.1), but not a curved pattern (Bansal et al., 2015).

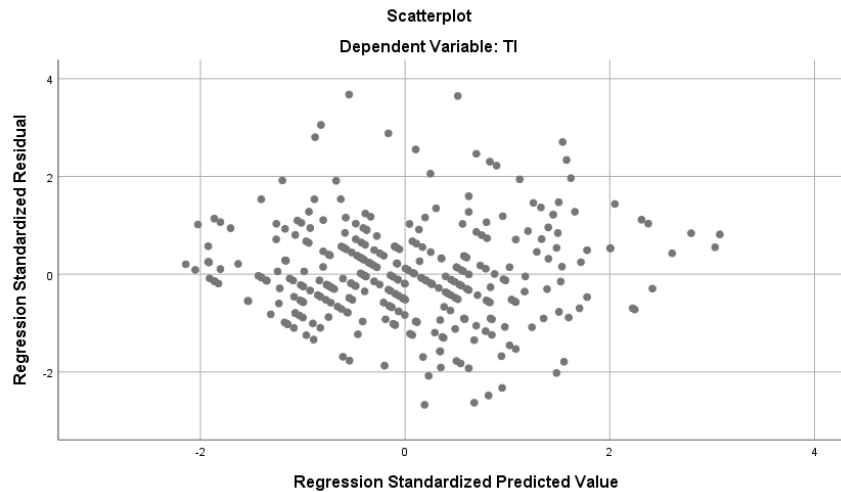


Figure 4.1. The variables residual's linearity, residual's normality, and homoscedasticity.

In conclusion, this current study has not violated the assumptions of multicollinearity, independent error, residual's linearity, residual's normality, and homoscedasticity.

4.5 Moderation Analysis

Moderation analysis was performed by using standardized variables through PROCESS Macro Version 3.5. This analysis was carried out in order to test if the job satisfaction significantly predicted turnover intention, as well as to test the role of perceived organizational support as moderator variable of job satisfaction and turnover intention relationship respectively.

The result has found the effects of job satisfaction (X) and perceived organizational support (W) on turnover intention (Y). The result shows that job satisfaction has negative effect and significant on turnover intention ($\beta = -.7569$, $SE = .0587$, $p = .000$, $LLCI = -.8724$, $ULCI = -.6415$). Then, the conditional effect of perceived organizational support was negative and significant ($\beta = -.2467$, $SE = .988$, $p = .0130$, $LLCI = -.4411$, $ULCI = -.0524$). Furthermore, the relationship between job satisfaction and turnover intention was shown to be moderated by

perceived organizational support ($\beta = .2112$, $SE = .1015$, $p = .0383$, $LLCI = .0115$, $ULCI = .4109$).

Table 4.7

Output of the PROCESS Macro for Moderation Analysis

Variable	B	Standard Error	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>
Constant	.490	.0623	.8000	.4243	-.0727	.1723
Job Satisfaction	-.7569	.0587	-12.8993	.0000	-.8724	-.6415
Perceived Organizational Support	-.2467	.0988	-2.4974	.0130	-.4411	-.0524
Int_1	.2112	.1015	2.0805	.0383	.0115	.4109

Since the interaction term in the previous model was statistically significant, then interaction probing has been carried out. At .0000 on the perceived organizational support variable (representing low perceived organizational support), and job satisfaction and turnover intention correlation was negative and significant ($B = -.7569$, $SE = .0587$, $p = .000$). Finally, at 1.000 on the perceived organizational support variable (represent high perceived organizational support), the correlation was negative and significant ($B = -.5457$, $SE = .0828$, $p = .000$).

Table 4.8

Output of the PROCESS Macro for Testing Conditional Effect X on Y in the Values of Moderating Variable

POS_S	Effect	Standard Error	<i>t</i>	<i>P</i>	<i>LLCI</i>	<i>ULCI</i>
.0000	-.7569	.0587	-12.8993	.0000	-.8724	-.6415
1.0000	-.5457	.0828	-6.5880	.0000	-.7087	-.3828

Examination of the interaction plot (Figure 4.2) discovered a significant interaction between job satisfaction on turnover intention and moderated by perceived organizational support. The interaction lines showing the correlation between job satisfaction and turnover

intention were plotted for low and high levels of perceived organizational support. Figure 4.2 shows that academic staff with high job satisfaction have a lower turnover intention, this correlation changes depending on the level of perceived organizational support. The turnover intention intensity is higher in the presence of low perceived organizational support compared to the turnover intention intensity in the presence of high perceived organizational support with the same level of job satisfaction. It implies that perceived organizational support strengthened the negative relationship.

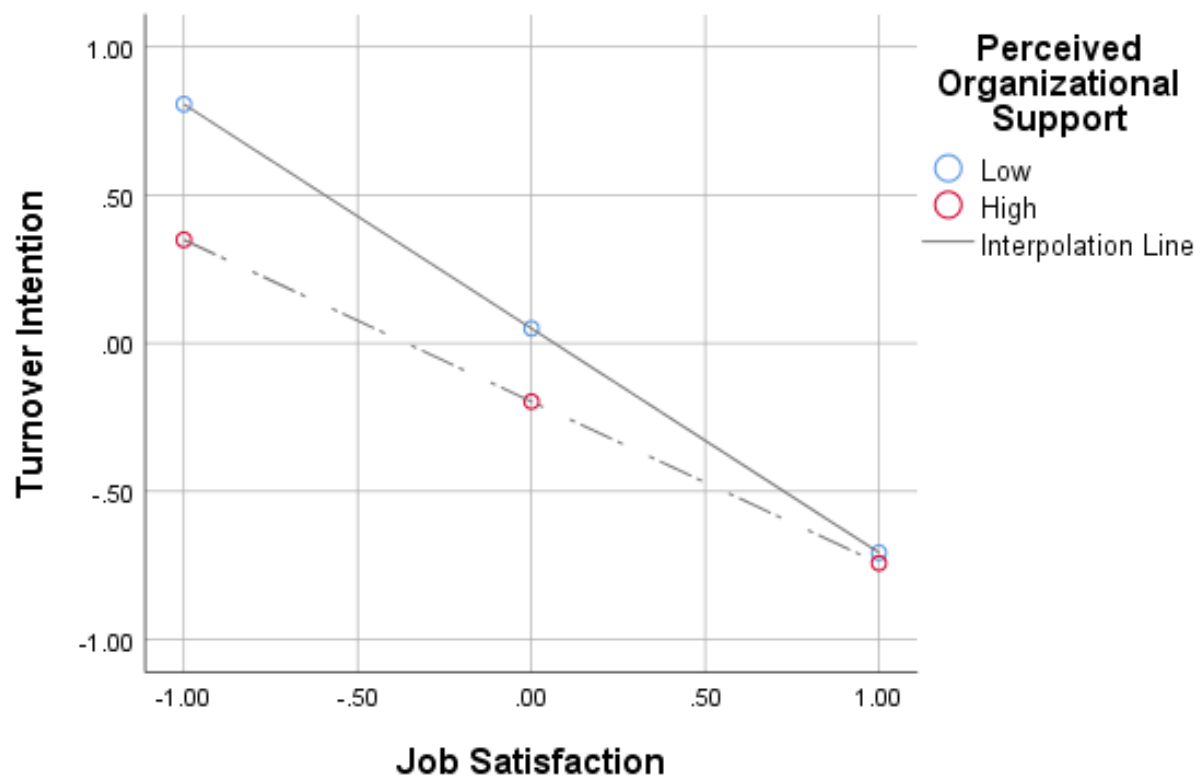


Figure 4.2. Interaction Plot.

4.6 Summary of Results

To conclude, Table 4.8 shows that the current study validated the H1 and H2 hypotheses (see Table 4.9).

Table 4.9

Table of Result Summary

H	Standardized β	<i>p</i> -value	Conclusion
H ₁ : Job satisfaction negatively predicts turnover intention among academic staff of private universities.	-0.7569	.000	Supported
H ₂ : Perceived organizational support moderates the relationship between job satisfaction and turnover intention.	0.2112	0.038	Supported

CHAPTER V

DISCUSSION

5.0 Introduction

This chapter addresses the conclusion, in which the study's summary of findings will be examined and compared to previous research. In addition, this chapter discusses the implications, limitations, and recommendations for future study.

5.1 Job Satisfaction and Turnover Intention

The analysis of PROCESS Macro version 3.5 showed that job satisfaction is negative predictor of turnover intention. The present study confirmed the findings of previous researches (Alam & Asim, 2019; Chin, 2018; Hassan, 2014; Ibrahim et al., 2016; Shah & Jumani, 2015; Tziner et al., 2014), while the relationship observed indicated that high job satisfaction will turn out to turnover intention. However, a few past studies instead showed inconsistent findings, with some of these studies claimed that job satisfaction positively predicts turnover intention (Pugh, 2016; O'Connor, 2018).

In this current study, job satisfaction was a strong negative predictor of turnover intention, mainly because a reduction in job satisfaction would increase the turnover intention. Previous literature and examples supported the conclusion, indicating that job satisfaction is one of the numerous variables affecting a person's decision to leave the organization (Mobley, 1977). Again, all the facts indicated that job satisfaction or dissatisfaction has a significant impact on the turnover intentions of academic staff. The staff that is satisfied with their

positions will perform their duties with enthusiasm and loyalty, in addition to having little desire to leave the organization and vice versa. Furthermore, job satisfaction among academic staff involves the results of expectation, ambition, needs, and the extent an organization can provide the needs and career goals and also aspirations. In conclusion, high or low levels of job satisfaction influence how people react to their jobs, their coworkers, and their bosses, thus ultimately affecting organizational effectiveness (Gillet et al., 2013).

On the other hand, the job dissatisfaction of academic staff may be due to a variety of factors, including lower salary, inflexibility in work processes, and a lack of work supports (Dhanapal et al., 2013). In the shifting landscape of work and employment, where the career in an organization is becoming increasingly unusual, university management should keep their academic staff happy and satisfied. They are rarely considering leaving the organization (Randhawa, 2007). The current study found that job satisfaction negatively predicted turnover intention. When academic staff satisfied with their job and organization, they will not depart from the organization. Social exchange theory supported this negative relationship. When both the academic staff and management are willing to offer a beneficial advantage to each other in the forms of support and pleasure, the relationship gets stronger (Ratakrishnan et al., 2016).

The study also discovered that many of the academic staff planned to resign if they were dissatisfied. The data provided the findings that the more satisfied the academic staff were, the less likely they were to leave their jobs. This could further be interpreted as when the employees are satisfied with their jobs, and they believe that the job can meet their needs and hence will value their employment. As a result, the individuals who have a positive emotional state makes them less likely to quit their works. Likewise, the employees who are rewarded, properly compensated, happy with their training and advancement prospects are also more likely to be satisfied with their employment, hence are less likely to consider changing their

careers (Amani & Komba, 2016). Furthermore, when the academic staff have a sense of ownership in their job, this feeling would increase managerial satisfaction, thus reduces the likelihood of an employee leaving the organization (Ratakrishnan et al., 2016). According to this study, the employees will stay with the organization when they are satisfied, but they will leave when they are dissatisfied (Saeed et al., 2014).

5.2 Perceived Organizational Support moderates Job Satisfaction and Turnover Intention

The current study also found that the interaction between job satisfaction and perceived organizational supports influenced turnover intention. The interaction of job satisfaction and perceived organizational supports as a moderating variable affects turnover intention, so hypothesis H2 was accepted. The perceived organizational supports factor moderates the negative relationship between job satisfaction and turnover intention. Therefore, the greater the job satisfaction of academic staff, the lower their turnover intention. Meanwhile, the strength of this relationship decreases when the perceived organizational support is low. These results added extra points to the previous findings, with the importance of perceived organizational supports in moderating the relationship between job satisfaction and turnover intention was highlighted (Galleta et al., 2011; Hofaidhllaoui & Chhincer, 2014; Khan & Ali, 2015; Lee, 2020; Romeo et al., 2020). The strength of the relationship is affected by the perceived organizational supports, implying that perceived organizational supports help in the enhancement of the correlation the examined variables. It was shown that the research contributed to identifying the association between individual and organization characteristics which are substantially associated with the process of turnover intention.

The current research findings successfully supported the hypotheses proposed. Furthermore, when job satisfaction and turnover intention correlation is moderated by perceived organizational supports, the academic staff with high perceived organizational supports showed a lower turnover intention rate with all levels of job satisfaction. The existence of perceived organizational supports is needed to strengthen the effects of higher job satisfaction to decrease the desire to leave work. Hence, recognizing perceived organizational supports in an organization will strengthen the employees' loyalty to the organization. Additionally, individual growth as the core psychological property can be facilitated by perceived organizational supports, thus should be given more consideration in daily operational and managerial activities (Lin, 2013). This is because perceived organizational support encompasses the entire supports that the employees believe they are receiving from their immediate peers, supervisors, and other divisions. All these are crucial in helping them to perform their work duties (Nikhil, 2018) successfully. In line with Lin (2013), perceived organizational support was identified by Allen and Shanock (2013) as a binding mechanism that connects the employees to their organization. The employees may feel obligated to serve their organization after receiving organizational supports. Their satisfaction levels will rise if the organization appropriately recognizes and rewards their contributions. When perceived organizational support is strong, it produces a sense of reciprocity in the individual, subsequently leading the individual to take care of the organization and not to leave their employment (Hameed et al., 2018).

Therefore, the findings of current research would helpfully provide academic researches with relevant references and suggestions, especially on how to improve academic staff's satisfaction with a high perception of organizational supports. Then, the academic staff will have a lower desire to leave the organization. According to Wang (2009), the organizational managers should pay more attention to different management systems, such as being more

aware of the workers' welfare systems, promptly complimenting the employees' tasks performances, family situation, and health, as initiatives to give prompt supports, to help generate a sense of appreciation among the workers, and to demonstrate cares and respects from the corporation.

High levels of organizational support help the employees to confront challenges and overcome obstacles by offering additional resources and encouraging group cooperation (Cheng & Yi, 2018). Furthermore, strong perceived organizational supports enhance the communication and collaboration between academic staff, frequently shown as mutual assistance (Erdogan & Enders, 2007; Rhoades and Eisenberger, 2002). As a consequence, the members of academic staff participate in activities that benefit both parties. Obtaining high-quality satisfaction is difficult without such resources and in a low perceived organizational support environment (Cheng, 2018). On the other hand, the credence which organization provides its employees with adequate assistance or resources to enable efficient accomplishment of tasks and cope with difficult working demands is referred as perceived organizational support (Cheng et al., 2016). When the academic staff feel that they have enough resources, they interpret high job demands as less likely to cause turnover intention and remain satisfied with their employment (Kang et al., 2015).

Additionally, these findings help to shed light on the reciprocal impact of perceived organizational support (moderator variable) on job satisfaction (independent variable) and turnover intention (dependent variable) in the community of academic staff. Academic staff with higher perceived organizational supports may have better perceptions of their organization, such as perceiving a greater amount of socio-emotional rewards and higher demands for their well-being of satisfaction, compared to the academic staff with lower perceived organizational supports (Kurtessis et al., 2017). Moreover, these findings further

validated that the relationship between job satisfaction is moderated by perceived organizational support. In conclusion, academic staff who perceive that their organization meets their needs in terms of support, caring, and self-welfare will tend to be more satisfied effectively and discourage to leave the organizational setting.

5.3 Implications

5.3.1 Theoretical implications

This current study helps to fill in the literature gaps identified in Chapter I, the finding of the study confirmed perceived organizational support moderates the relationship between job satisfaction and turnover intention. Current study adds to the growing body of literature regarding turnover intention, job satisfaction, and perceived organizational support, particularly with academic staff of private universities in Malaysia. As a result, current study contributes to the broadening and deepening of perspective literature that is relevant to Malaysia's private universities. Moreover, the implications of Social Exchange Theory based on turnover intention are a noteworthy contribution to the extant literature. Academic staff who perceive high supports from the organization will consider this factor as their criterion for embodiment, while they believe that the organization will support them in increasing their job satisfaction. All the efforts are to hold on to the employees who have the desire to leave the job.

Meanwhile, this research has the potential to recover and contribute to society in a variety of ways. Initially, the current study offers useful knowledge to a better understanding of turnover intention and provides references for future researches. More interestingly, the moderating role of perceived organizational supports is of high interest for keen researchers.

The present study found that job satisfaction can predict turnover intention, while perceived organizational support moderates the relationship. These results supported the existing literature and validated the findings of previous researches in the Malaysia context. It can give additional information and demonstrates the results achieved through the integration of all of these variables. Moreover, a previous study (Luu, 2017) suggested more investigations because of the sample size issues they faced when they tried to generalize the results. The current research results with enough sample size to generalize the findings is a valuable contribution to the perceived organizational supports factor.

Additionally, this study adds to the prior literature by elucidating different conjectures about the turnover intention in private universities. Moreover, this study has contributed to the existing studies regarding the job satisfaction-turnover relationship moderated by perceived organizational supports literature in academic staff.

Furthermore, the current research provides a new framework for job satisfaction and turnover intention relationship, followed by a moderating role of perceived organizational support. The implementation of this framework will benefit potential studies conducted on the private universities to review the impacts of perceived organizational supports levels and the moderating effects on job satisfaction and turnover intention. Additionally, this study also serves as a foundation for future research that may focus on additional factors influencing the turnover intentions of academic staff.

5.3.2 *Practical implications*

Although this study primarily focused on evaluating assumptions generated based on previous researches, the findings obtained provide implications for the private universities in Malaysia.

This present study may raise awareness and improve the understanding of turnover intention for academic staff and readers and confirm many components for a better and clearer understanding. Most importantly, the management of the universities could gain some useful ideas to be applied effectively and brings benefits to the institutions. The ideas are not limited to the training programs that aim to retain staff and motivational programs that increase satisfaction. These benefits can be extrinsic and/or intrinsic rewards. Ultimately, the human resource department may get some relief by applying the research findings to reduce turnover.

Besides, the study also gives a useful platform for the management to benchmark better organizational support systems, including job structure, environment, autonomy, or flexibility to improve the employees' job satisfaction and to decrease turnover intention. Furthermore, the outcomes of this study demonstrated the significance of creating organizational supports as a prerequisite requirement for success in decreasing turnover intention. Hence, the organizations should develop methods that enhance employees' satisfaction requirements by improving staffs connections and by activating important experiences on supports and responsibilities for the employees to control turnover intention. Moreover, a training program should be introduced in the organization to motivate the employees and to train them in stress releasing. Additionally, counseling should be added into an organizational support program to understand and counter the employees' issues. Eventually, improving job satisfaction over perceived organizational support will bring significant implications for academic staff and well-being of organization.

In addition, organizational support provides security for employees and develops through long interactions between employees and the organization. And providing proper organizational support is one of the most important resources in dealing with stress and workload on employees because it increases personal confidence to face challenges, stress, and workload in the future (Halbesleben, 2006). In addition, as long as the expectations of the staff

are met in their organization, they will work more to meet the goals of the organization (Rhoades and Eisenberger 2002), and to meet the expectations of the staff, the organization must provide many benefits and reward their efforts can lead them to produce their positive efforts towards organization. Furthermore, organizational support can be manifested as psychological empowerment when people believe they are being judged for their ability to contribute to organizational goals and are aware of their contribution, such as supporting staff to lead balanced lives, health support for themselves and their families, and other organizational support, such as building an empathetic organizational environment and empowering staff to engage in sustainable behavior proactively. In addition, organizational support in the form of competitive salaries, more benefits, provision of modern equipment, flexible working hours, provision of more company facilities, and great careers should also be considered by the organization managers.

Moreover, current investigation produced a new finding that might contribute to the researches on the turnover intention at Malaysia's private institutions, as well as provided beneficial implications for academic staff, so that the job satisfaction for academic staff can be improved effectively, with the goal of having a lower turnover intention. However, the relationship between job satisfaction and turnover intention is enhanced by perceived organizational supports; thus, improving job satisfaction through perceived organizational supports will show significant implications for individual and organization.

The findings of this study provided the groundwork for future researches on employee performances. These findings can be applied by the practitioners and academics in a variety of ways, such as (a) urges the practitioners to pay attention to organizational supports, for example, by recognizing and rewarding their workers, as well as by giving appreciation and awards to employees, (b) management practices should increase the academic staff's sense of

ownership and encourage them to share their expertise with coworkers and team members, and (c) management should value the contributions of academic staff, take care of employees' well-beings, and foster a creative atmosphere that may assist in resolving regular job-related difficulties, such as an environment that encourages the academic personnel to share their expertise inside the organization willingly.

5.4 Limitations

There are numerous limitations identified in this current study. This current study used a cross-sectional survey methodology that gathered information from individual participants at a particular moment in time. This has a major impact on the possibility for causal connections between variables, namely perceived organizational supports, job satisfaction, and turnover intention. As a result, future researches should aim to use a longitudinal design for the study in order to establish a stronger causal relationship between job satisfaction (independent variable), perceived organizational supports (moderating variable), and turnover intention (dependent variable).

Furthermore, the direction of the relationship investigated in this study was presented based on the existing ideas. Therefore, longitudinal research could be more useful in confirming the causality of the relationship. In addition to the limitations that have been discussed, in the future study, it may be worthwhile for the researchers to examine the impacts of additional factors for job satisfaction and turnover intention, such as a psychological contract as the predictive variable. The psychological contract is a collection of reciprocal duties or promises linked to the employment relationship, including the employees' ideas about what they owe to their employers and what their employers owe to them (Behery et al., 2012).

Because psychological contracts include both the views from employee and employer, it is worthwhile to investigate the variable's role in predicting job satisfaction and turnover intention. Additionally, future researches should consider the long-term impacts of perceived supports and job satisfaction on other types of negative outcomes, such as absenteeism and actual turnover.

5.5 Recommendations

In this research, numerous recommendations for upcoming research is provided to obtain better consolidation to expand the knowledge on turnover intention. An organization should have a good perceived organizational support system from the management so that the academicians with low satisfaction levels can face the problem of turnover intention. Each academician must have a good dealing with the organizational management because it will impact their satisfaction level positively, while the extent of perceived organizational supports will decrease the turnover intention rate in the organization.

Furthermore, future studies on similar topics should focus on a more significant number of private universities to provide a clearer view of the variables determining the turnover intentions of an academician. As this current study only included academicians from private universities, so the findings cannot be generalized to other types of professional settings. Then, an interview can also be used to gather data from academic staff. More information can be gained from the interviewees by having them answer questions that are based on what they believed and experienced, while the interviewees can freely express their opinions without being constrained by a framework of questions set by the researchers (Bolderston, 2012).

In the future, other research designs, including experimental study, interview study, or longitudinal study, can be performed in a similar manner to investigate the turnover intention. For example, a methodology based on longitudinal study may provide insights on the effects of development on the progress of turnover intention, especially in accordance with the life phases of academic staff. Because insufficient indication to maintenance the risk of evolving turnover intention, the longitudinal study can be carried out to address the problems that may affect the important risk factors for the development of turnover intention (Ilyas et al., 2020). All these studies may assist the management in establishing interventions for early detection of potential risky participants in developing turnover intention so that they can receive suitable prevention and help.

5.6 Conclusions

In conclusion, the current study was effective in investigating job satisfaction and turnover intention relationship moderates by perceived organizational support. This study has found that job satisfaction was negatively significant with turnover intention. According to current research findings, perceived organizational support considerably moderated job satisfaction and turnover intention relationship. Furthermore, the current study has shown a new finding that might enhance turnover intention among academic staff, as well as provide beneficial implications to relevant academicians professionals especially in private universities. Therefore, it can be concluded that academic staff at private universities who are highly satisfied with their jobs would have lower turnover intentions, and lower turnover intentions will be evident when academic staff support is perceived positively by the organization. Nevertheless, individuals will be more motivated to perform when there is support in place, and this will

drive them to be more fulfilled and strive harder towards achieving goals. Hence, support will affect employees' job satisfaction and subsequently decreasing turnover intention.

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APPENDICES

APPENDIX A

Informed Consent



Default Question Block

I've invited you to fill out a form:

The Moderating Role of Perceived Organizational Support on the Relationship between Job Satisfaction and Turnover Intention among Academic Staff of Private Universities in Malaysia

Dear Sir/Madam,

Greetings,

I am Septriyan Orpina, a student of Master of Psychology (Industrial and Organisational Psychology) at Universiti Tunku Abdul Rahman (UTAR). Currently, I am conducting research for my thesis entitled "The Moderating Role of Perceived Organizational Support on the Relationship between Job Satisfaction and Turnover Intention among Academic Staff of Private Universities in Malaysia". This study is approved by the UTAR Scientific and Ethical Review Committee and the reference number for the approval document is U/SERC/147/2020.

The questionnaire consists of four sections, there are **Section A, Section B, Section C, and Section D**. You are required to complete all the sections of this questionnaire. The questionnaires will take approximately 7 minutes to complete.

There is no predictable physical or non-physical risks from your participation in this study. You may not receive direct benefits from being part in this study. Nevertheless, your

participation will help us to get more information about the selected variables of this research.

Participation in this study is completely voluntary. There is no negative consequence if you decide not to participate in this study. Your responses are anonymous and all your information will be kept confidential. The information given by participant will be completely used for academic purposes. I greatly appreciate your participation in this survey. If you have any questions regarding this research project, you may contact me at Septriyanorpina@1utar.my.

Yours Sincerely,
Septriyan Orpina
Master Student. ID: 19AAM06794
Faculty of Arts and Science
Universiti Tunku Abdul Rahman, Perak Campus

I give my consent to participate in this survey.

(If **YES**, please proceed to the next session or if **NO**, please do not answer the questionnaire).

- ☐ YES
- ☐ NO

APPENDIX B

Demographic Questions

Section A: Demographic Questions

Age

Sex

- ☐ Male
☐ Female

Marital Status

- ☐ Single
☐ Married
☐ In relationship
☐ Separated/Divorced

Race

- ☐ Malay
☐ Chinese
☐ Indian
☐ Others (please specify)

Educational Level

- ☐ Bachelor Degree
☐ Master Degree
☐ Doctoral Degree
☐ Professional Degree

Employment Position

Tenure with organization

- ☐ Less than 1 year
- ☐ More than 1 year-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ More than 20 years

Monthly income

- ☐ Less than RM2000
- ☐ RM2000-RM4000
- ☐ RM4000-RM6000
- ☐ RM6000-RM8000
- ☐ More than RM8000

University Name

- ☐ Al-Madinah International University (MEDIU)
- ☐ Asia e University
- ☐ Asia Metropolitan University
- ☐ Asia Pacific University of Technology and Innovation (Asia Pacific UTI)
- ☐ Asia School of Business (ASB)
- ☐ Binary University of Management and Entrepreneurship
- ☐ City University
- ☐ GlobalNxt University
- ☐ HELP University
- ☐ Heriot-Watt University Malaysia
- ☐ Infrastructure University Kuala Lumpur
- ☐ International Centre for Education in Islamic Finance (INCEIF)

- ☐ International Medical University (IMU)
- ☐ International University of Malaya-Wales (IUMW)
- ☐ Limkokwing University of Creative Technology
- ☐ MAHSA University
- ☐ Malaysia University of Science and Technology (MUST)
- ☐ Malaysian Institute for Supply Chain Innovation (MISI)
- ☐ Management and Science University (MSU)
- ☐ Meritus University
- ☐ Monash University Malaysia
- ☐ Multimedia University (MMU)
- ☐ Newcastle University Medicine Malaysia
- ☐ Open University Malaysia (OUM)
- ☐ Perdana University
- ☐ Putra Business School (PBS)
- ☐ Quest International University Perak
- ☐ Raffles University (RU)
- ☐ SEGi University
- ☐ Sunway University
- ☐ Taylor's University
- ☐ UCSI University
- ☐ UNITAR International University
- ☐ Universiti Islam Malaysia
- ☐ Universiti Kuala Lumpur
- ☐ Universiti Selangor (UNISEL)
- ☐ Universiti Sultan Azlan Shah (USAS)
- ☐ Universiti Teknologi Petronas
- ☐ Universiti Tenaga Nasional Kampus Putrajaya (UNITEN, Kampus Putrajaya)
- ☐ Universiti Tun Abdul Razak (UNIRAZAK)
- ☐ Universiti Tunku Abdul Rahman
- ☐ University Malaysia of Computer Science and Engineering (UNIMY)
- ☐ University of Cyberjaya (UoC)
- ☐ University of Nottingham Malaysia (UNM)
- ☐ University of Reading Malaysia
- ☐ University of Southampton Malaysia Campus (USMC)
- ☐ Xiamen University Malaysia
- ☐ Others (please specify)

APPENDIX C

Turnover Intention Scale (TIS-6)

Section B

The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS.....

How often have you considered leaving your job?

- ☐ Never
- ☐ Sometimes
- ☐ About half the time
- ☐ Most of the time
- ☐ Always

How satisfying is your job in fulfilling your personal needs?

- ☐ Very satisfying
- ☐ Somewhat satisfying
- ☐ Neither satisfying nor dissatisfying
- ☐ Somewhat dissatisfying
- ☐ Totally dissatisfying

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

- ☐ Never
- ☐ Sometimes
- ☐ About half the time
- ☐ Most of the time
- ☐ Always

How often do you dream about getting another job that will better suit your personal needs?

- ☐ Never
- ☐ Sometimes
- ☐ About half the time
- ☐ Most of the time
- ☐ Always

How likely are you to accept another job at the same compensation level should it be offered to you?

- ☐ Highly unlikely
- ☐ Unlikely somewhat
- ☐ Neither likely nor unlikely
- ☐ Like somewhat
- ☐ Highly likely

How often do you look forward to another day at work?

- ☐ Always
- ☐ Most of the time
- ☐ About half the time
- ☐ Sometimes
- ☐ Never

APPENDIX D

Minnesota Satisfaction Questionnaire (MSQ)

Section C:

The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not satisfied with. Do this all statements and please answer every item.

On my present job, this is how I feel about.....

Being able to keep busy all the time

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The chance to work alone on the job

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The chance to do different things from time to time

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The chance to be "somebody" in the community

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The way my boss handles his/her workers

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The competence of my supervisor in making decisions

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

Being able to do things that don't go against my conscience

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The way my job provides for steady employment

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The chance to do things for other people

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The chance to tell people what to do

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The chance to do something that makes use of my abilities

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The way company policies are put into practice

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

My pay and the amount of work I do

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The chances for advancement on this job

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The freedom to use my own judgment

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The chance to try my own methods of doing the job

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The working conditions

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The way my co-workers get along with each other

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The praise I get for doing a good job

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

The feeling of accomplishment I get from the job

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very Satisfied

APPENDIX E

Survey of Perceived Organizational Support (SPOS)

Section D:

Please indicate the degree of your agreement or disagreement with each statement by filling in the box on your answer sheet that best represents your point of view about the organization.

The organization values my contribution to its well-being

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

The organization fails to appreciate any extra effort from me

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

The organization would ignore any complaint from me

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

The organization really cares about my well-being

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

Even if I did the best job possible, the organization would fail to notice

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

The organization cares about my general satisfaction at work

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

The organization shows very little concern for me

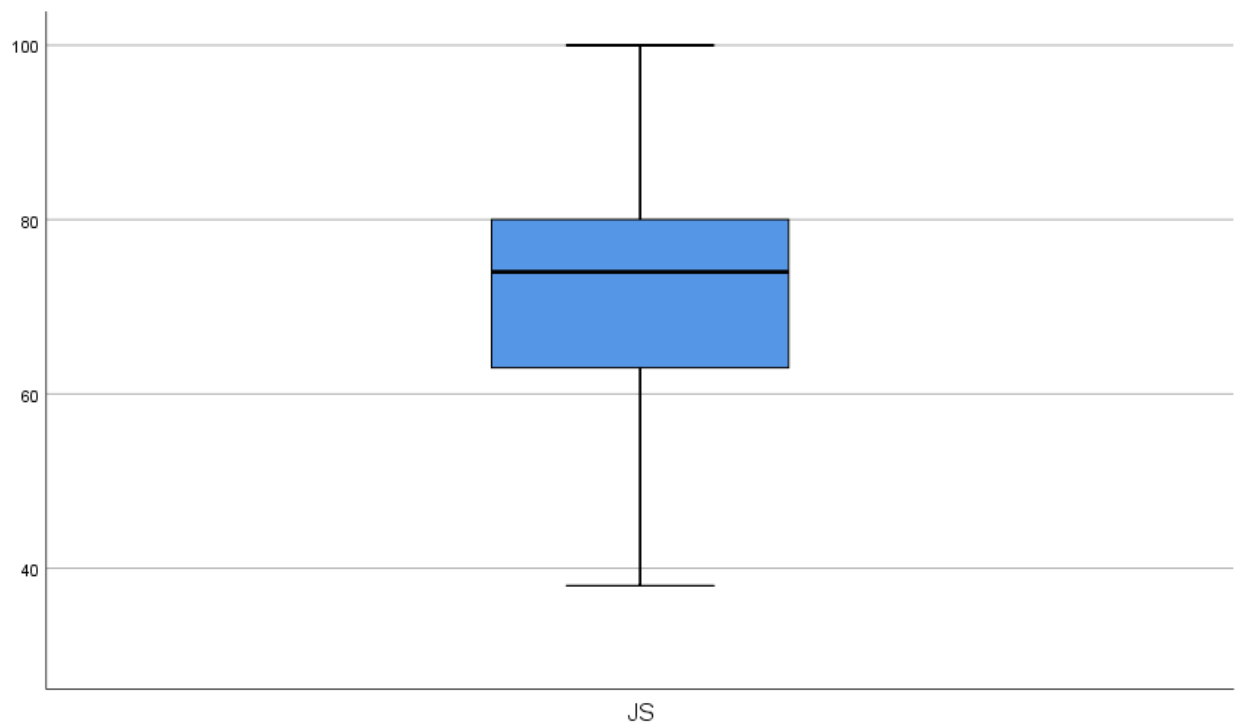
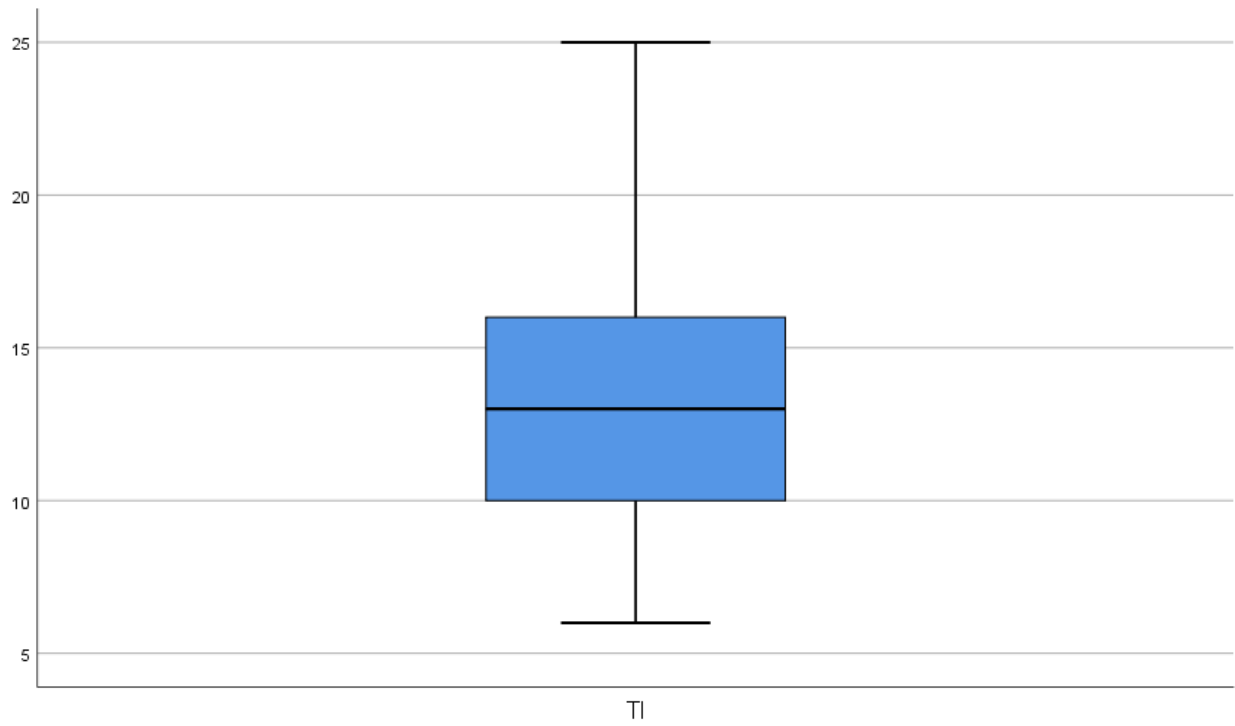
- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

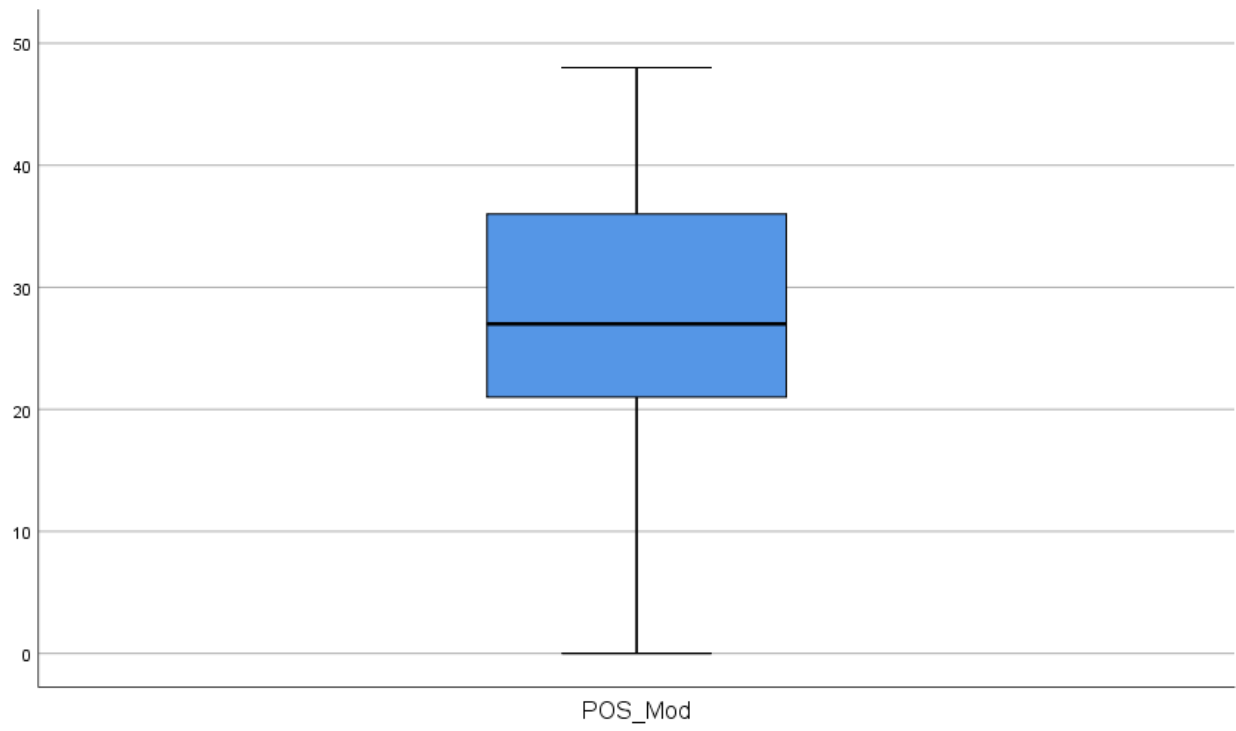
The organization takes pride in my accomplishments at work

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Neither Agree nor Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

APPENDIX F

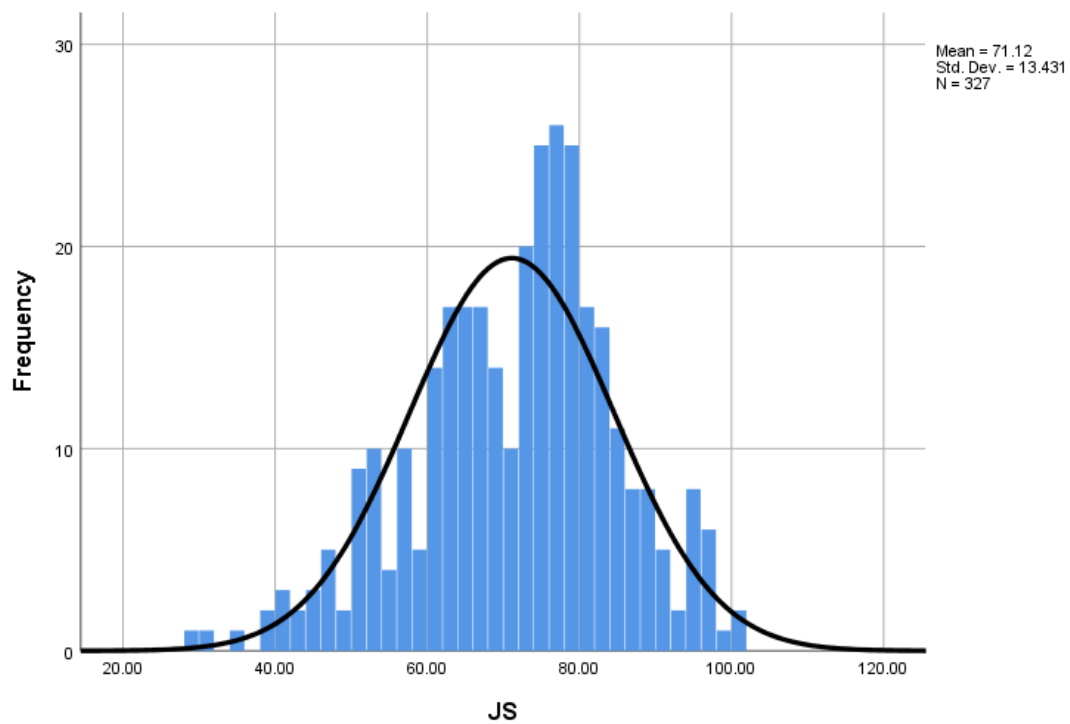
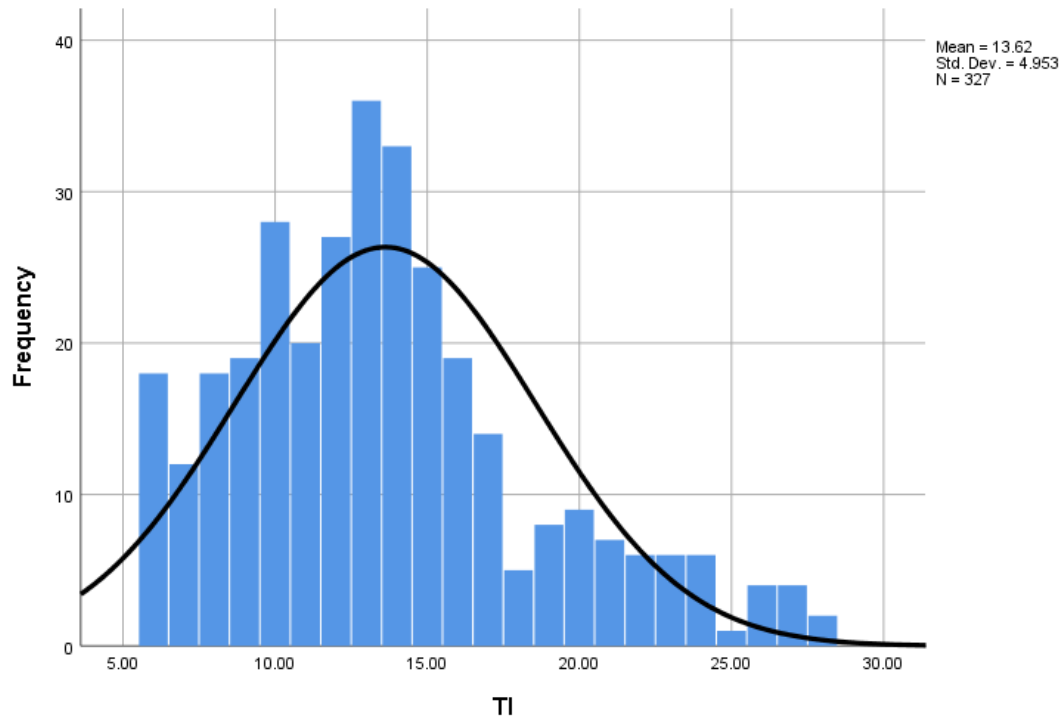
Boxplot

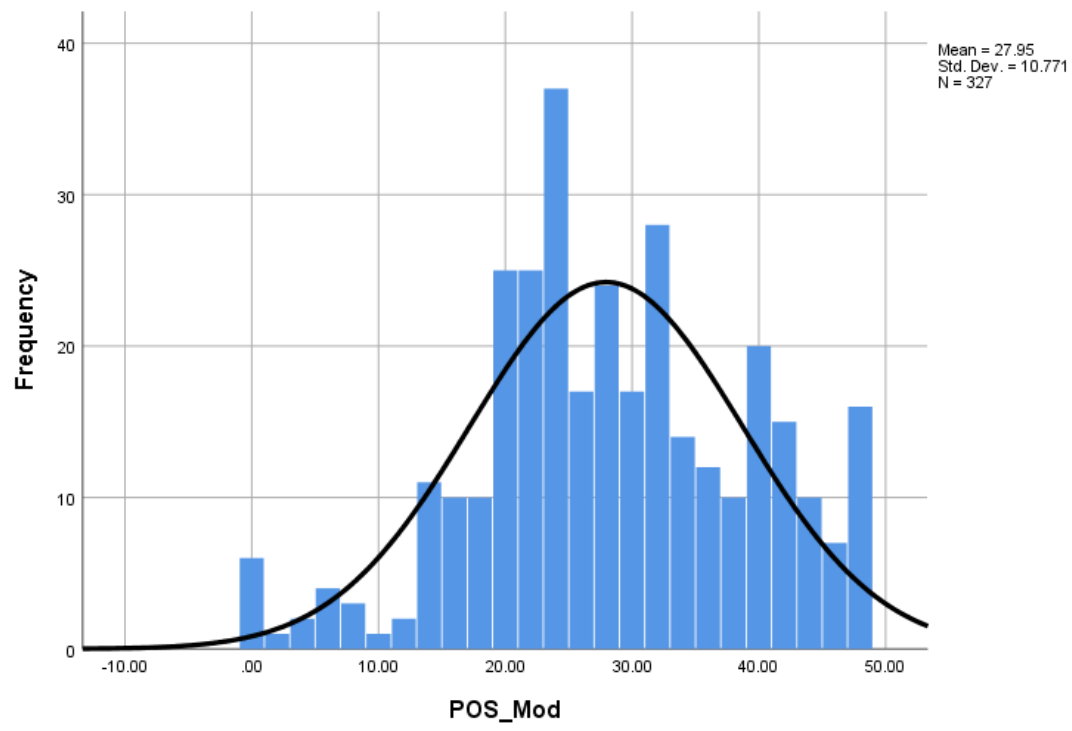




APPENDIX G

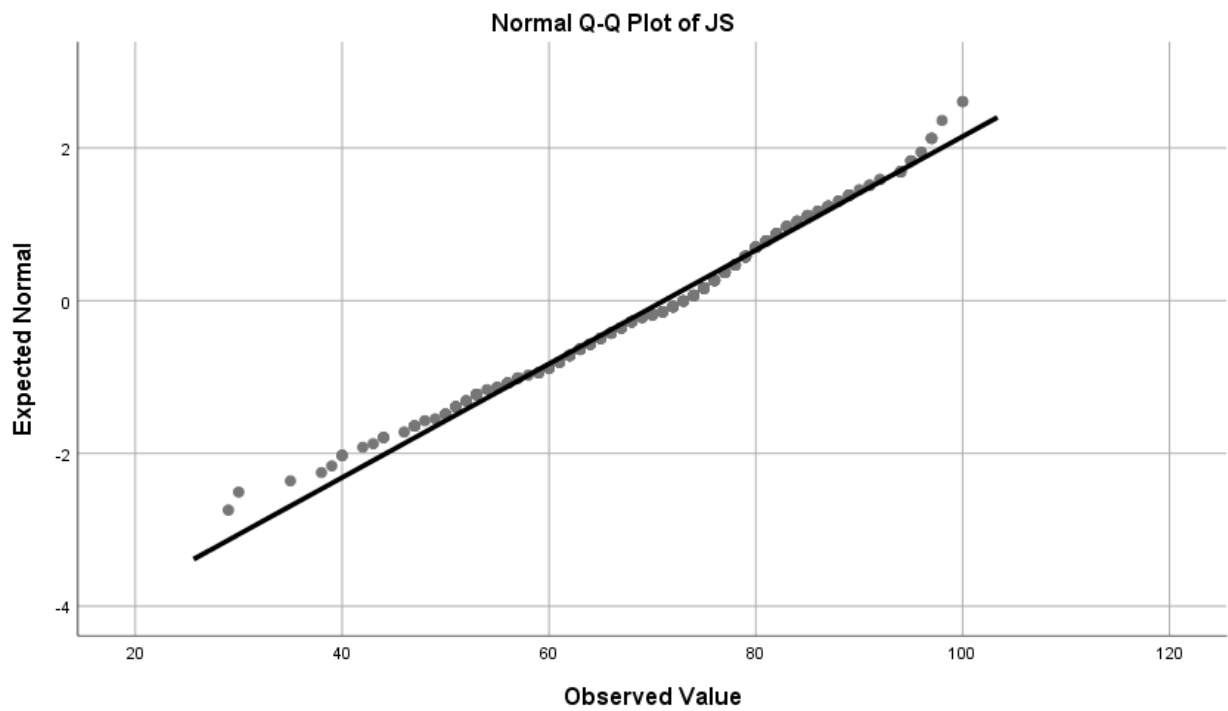
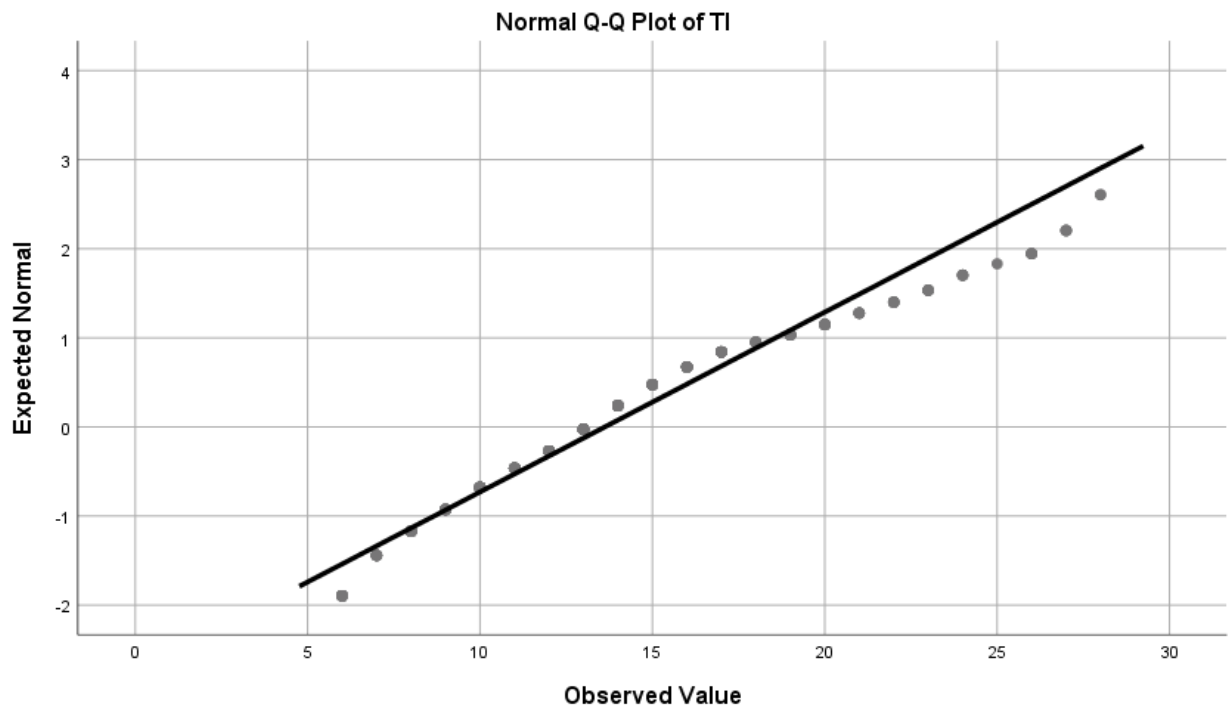
Histogram for each distributions

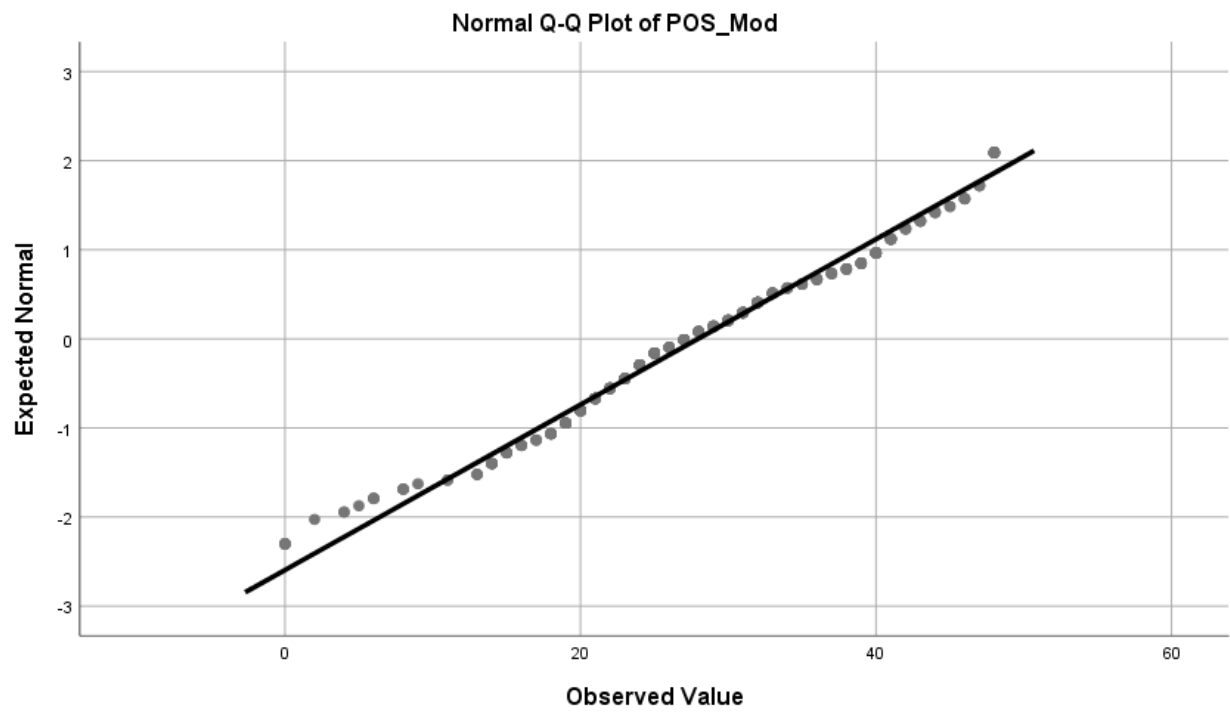




APPENDIX H

Q-Q plots for each distributions





APPENDIX I

Kolmogorov-Smirnov for Each Distributions

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
TI	.115	327	.000	.949	327	.000

a. Lilliefors Significance Correction

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
JS	.077	327	.000	.986	327	.003

a. Lilliefors Significance Correction

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
POS_Mod	.062	327	.004	.980	327	.000

a. Lilliefors Significance Correction

APPENDIX J

Variance Inflation Factor (VIF) Values and Tolerance Values

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	30.662	1.036		29.583	.000		
	JS	-.179	.021	-.487	-8.511	.000	.374	2.676
	POS_Mod	-.153	.026	-.333	-5.824	.000	.374	2.676

a. Dependent Variable: TI

APPENDIX K

Random Respondent ID for Data Entry Error

Case Summaries		
		Respondent ID
Approximately 10% of the sample	1	4
	2	6
	3	9
	4	10
	5	14
	6	24
	7	30
	8	43
	9	61
	10	64
	11	67
	12	70
	13	83
	14	87
	15	89
	16	98
	17	104
	18	122
	19	128
	20	143
	21	148
	22	172
	23	181
	24	192
	25	223
	26	243
	27	274
	28	293
	29	299
	30	304
	Total N	30