

THE IMPACT OF CORPORATE GOVERNANCE
FACTORS ON JOB SATISFACTION AND
TURNOVER INTENTION IN THE IT INDUSTRY
FROM A MALAYSIAN PERSPECTIVE

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APRIL 2022

The impact of Corporate Governance Factors on Job Satisfaction and Turnover Intention in the IT Industry from a Malaysian Perspective

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

Master of Business Administration (Corporate Governance)

Universiti Tunku Abdul Rahman

Faculty of Accountancy and Management

April 2022

The impact of Corporate Governance Factors on Job
Satisfaction and Turnover Intention in the IT Industry from
a Malaysian Perspective

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PREFACE

The purpose of this research project is to examine the impact of Corporate Governance Factors on job satisfaction and turnover intention in the IT industry from a Malaysian perspective. In this era of globalization, the world is rapidly transforming especially the advancement of information technology. The advancement in technology has created a high demand for IT professionals. Hence, there was high turnover rate in the IT sector in Malaysia. Therefore, the organization and researchers are keen to determine the turnover intention of Malaysian employee in the IT industry.

Besides, this research investigates how transformational leadership, fairness and reputation will affect job satisfaction of employee. It is followed by how job satisfaction and external work opportunities affect the turnover intention of the employee. Therefore, this research project can provide a better understanding or perception to industry, organization, policy makers, human resource practitioners and academia.

ABSTRACT

Purpose: The objective of this research is to examine the relationship between factors related to corporate governance (transformational leadership, fairness, and reputation), job satisfaction and external work opportunities that affect the turnover intention of Malaysian employees in the IT industry.

Design / Methodology / Approach: This research took a positivist and deductive approach. In this research, there were 255 questionnaires have been collected from target respondents by using an online channel (Google Form). Jamovi was utilized to analyze the collected data using a quantitative analysis technique.

Findings: All the hypotheses were found to be statistically significant. Besides, the results showed that job satisfaction is the most influential factor in the turnover intention of Malaysian employees in the IT industry.

Research Limitation: One of the research's limitations is the non-even distribution of respondents, with most of them being Chinese. The impact of the COVID-19 epidemic, which may influence the theory's generalization, is the second drawback.

Originality / Value: This study may help the industry, organization, human resource practitioner, policy makers and managers to understand the factors that impact job satisfaction and turnover intention of the employee in the IT industry. Hence, it could reduce the turnover rate, while enhancing the job satisfaction of employees in the company.

CHAPTER 1 RESEARCH OVERVIEW

1.0 Introduction

Chapter 1, provides a general view of the job satisfaction and turnover intention of Malaysian employees in the IT industry. It is followed by the following sub-sections, which covered the research background, research problems, research objectives, research questions, and research significance of the research.

1.1 Research Background

The world is rapidly transforming especially with the advancement of information technology (IT). The advancement in technology has created a high demand for IT professionals (Lawrence, 2016). Global changes have created a competitive platform among many organizations. There are talent wars and competition for the best technology talent in the market among IT organizations (Qualtrics, 2020), as the salary benchmark in the IT industry is very high and increasing from time to time (ILMIA, 2018). The IT sector in Malaysia was the highest in 2018, there was a high attrition rate in the IT industry and a high voluntary turnover rate (Paul, 2018). Due to the global changes and advancement of technology, the issue of high turnover not only occurred in other developed countries such as the United States but also Malaysia. According to the Bureau Labor Statistics report (2021), the turnover rate of IT personnel is 57.3%, while there was a challenge to retain them and avoid turnover.

According to Randstad Malaysia employer brand report (2019), the information communications and technology sector is one of the most attractive sectors (in the rank of Top 2) in Malaysia. The ICT sector has a high turnover average rate (Ahmed

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& Yang, 2017). Moreover, there were 38% of employees in Malaysia intend to find a new company in 2019, while there were 63% of employees have found their new company in 2018 and intend to switch to another company again in 2019 (Randstad Malaysia, 2019). There is no doubt that Malaysia has the highest turnover rate for mid-level IT personnel. Consequently, Malaysia's IT employers have always encountered difficulties in IT recruitment and retaining experienced and professional IT personnel (HR Asia, 2021).

Furthermore, the employee engagement level of Malaysia was about 54% in 2020, and the overall engagement level is low (Qualtrics, 2020). Job hopping especially among the millennial workforce because they are dissatisfied with their job. Millennial employees group are less committed to staying in the same company as compared other generations (Goh, 2012; Wen et al., 2018). Therefore, the organization and human resources practitioners are considering and taking action to focus on what can be done to retain the employees and reduce turnover. Employers are increasingly focusing on enhancing job satisfaction among employees due to the high turnover rate (HR Asia, 2021).

1.2 Problem Statement

Corporate governance (CG) is a system of making management accountable to the stakeholders for effective management of the companies. CG is concerned with the morals, ethics, values, parameters, conduct and behavior of the company and management. CG could provide a framework of control mechanisms that support the company in achieving its goals while preventing unwanted conflicts. There are a few underlying pillars, key principles or core concepts of corporate governance that are important to an organization such as ethical behavior, accountability, transparency, fairness, sustainability, reputation, etc (Janggu et al., 2014; Securities Commission Malaysia, 2017)

An organization with good CG could have long term value than those organization without a proper CG practice, as CG is not only concerned with shareholder

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interests but also need to balance the needs of stakeholders, especially employees and be able to achieve long term sustainable business. According to the Malaysian Code of Corporate Governance (MCCG 2017), the long term value and interest of stakeholders could be enhanced by having adequate people, structures and processes in managing the business and affairs of the company. In other words, good corporate governance is a simply good-governed company (Securities Commission Malaysia, 2017).

There was past research in the education and retail sector that showed that transformational leadership has a significant relationship with job satisfaction (Dahie & Ali, 2015; Koutouzis & Malliara, 2017, Asghar & Oino,2018). However, there is limited research in the IT industry and limited research in Malaysia. Therefore, it is necessary to study further the impacts of transformational leadership on the job satisfaction of Malaysian employees in the IT industry.

Besides, there was past research in the food and beverage, pharmaceutical and automotive industries that showed that fairness has a significant relationship with job satisfaction (Arokiasamy, 2019; Parvin & Kabir, 2011). However, there is limited research in the IT industry and limited research in Malaysia. Moreover, there were inconsistent results of determinants on employee job satisfaction, as different studies yielded mixed results. The results have a gap between the significance and insignificance of impacts on job satisfaction of employees. For example, research conducted by Hong et al., (2013) fairness has no significant relationship with job satisfaction. This research stated that the researcher did not have sufficient data to support fairness is significantly affect job satisfaction. Therefore, it is necessary to study further the impacts of fairness on job satisfaction of Malaysian employees in the IT industry.

Prasad (2016), Alniacik et al., (2011), and Helm (2011) claimed that reputation has a significant effect on job satisfaction. Moreover, the past research on the effect of reputation was not focused on turnover intention (Schlager, et al., 2011; Yu and Cable, 2011). Hence, it is necessary to study further the impacts of reputation on job satisfaction of Malaysian employees in the IT industry.

Another study in Taiwan hospitals, manufacturing industry, healthcare industry and banking industry showed that there was a significant relationship between job satisfaction and turnover intention (Ezaili et al., 2018; Chen et al., 2014; Husain et al., 2015; Davis, 2006; Larrabee et al, 2003; Parry, 2008). However, there is limited research in the IT industry and limited research in Malaysia. Therefore, it is necessary to study further the impacts of job satisfaction on the turnover intention of Malaysian employees in the IT industry.

Similarly, research in the retail and property industry showed that external work opportunities had a significant relationship with turnover intention (Puteh & Arshad, 2015; Vimala, 2012). However, there is limited research in the IT industry and limited research in Malaysia. Therefore, it is necessary to study further the impacts of job satisfaction on the turnover intention of Malaysian employees in the IT industry.

To sum up, there is a high turnover intention in the IT industry in Malaysia, there are limited studies and research on employee job satisfaction in the IT industry in Malaysia in the existing research. Hence, the purpose of the study is to determine whether corporate governance factors namely transformational leadership, fairness, and reputation influence job satisfaction, and subsequently job satisfaction and external work opportunities turnover intention of employees in the IT industry in Malaysia. Furthermore, there are inconsistent results from the past research. As different countries will have different cultures and perspectives, employees may behave differently (Sair & Danish, 2018). It is deemed necessary to determine the factors that impact job turnover in the IT industry in Malaysia.

1.3 Research Objectives

1.3.1 General Objective

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The main objective of this research is to examine the relationship between factors related to corporate governance (transformational leadership, fairness, and reputation) and its impact on job satisfaction, and subsequently, job satisfaction and external work opportunities affect the turnover intention of Malaysian employees in IT industry.

1.3.2 Specific Objective

The specific objectives are as below:

- a. To determine the effect of transformational leadership on job satisfaction of employees in the IT industry in Malaysia.
- b. To investigate the effect of fairness on job satisfaction of employees in the IT industry in Malaysia.
- c. To study the effect of reputation on job satisfaction of employees in the IT industry in Malaysia.
- d. To determine the effect of job satisfaction on turnover intention of the employee in the IT industry in Malaysia.
- e. To examine the effect of external work opportunities on the turnover intention of the employee in the IT industry in Malaysia.

1.4 Research Questions

The research questions are as below:

- a. Does transformational leadership positively affect the job satisfaction of Malaysian employees in the IT industry?
- b. Does fairness positively affect the job satisfaction of Malaysian employees in the IT industry?
- c. Does reputation positively affect the job satisfaction of Malaysian employees in the IT industry?
- d. Does job satisfaction negatively affect the turnover intention of Malaysian employees in the IT industry?

- e. Does external work opportunities positively affect the turnover intention of Malaysian employees in the IT industry?

1.5 Scope of the Study

This study focuses on the employees' job turnover in the IT industry in Malaysia. The target respondents are Malaysian employees in the IT industry. That IT personnel who work in the IT industry with at least one year of working experience are the targeted respondents. Besides, the respondents must be Malaysian and reside within Malaysia.

1.6 Significance of the Study

The main objective of this study is to investigate the factors of corporate governance that influence job satisfaction and subsequently job satisfaction and external work opportunities influence the turnover intention of Malaysian employees in the IT industry. The result of this research offers a better understanding of the job satisfaction and turnover intention of Malaysian employees in the IT industry. Organizations can better understand employee turnover intention, and thus can formulate a strategy for talent management to avoid the outflow of talent, and at the same time satisfy their employee. This research may also help policymakers to have a better understanding of how corporate governance help in the formulation or enhancement of policies, act and set of regulations. Besides, the costs of implementing the CG practices were considerable, thus the results from this study could help to benefit the stakeholders, potential investors, companies, professional bodies and broader society (Alvarez, Luis, Turner& Rodney, 2012). Good CG practices can help draw in new investors and capital as it would create a positive relationship between a company and its wider business environment. Moreover, this research closes the literature gaps, especially in turnover intention in the IT industry.

1.7 Chapter Summary

This chapter provided an outline of the study of job satisfaction of employees in the IT industry in Malaysia. In this chapter, the research background, problem statements, research objectives, research questions and the significance of the study have been discussed.

In the following chapter, it will discuss the proposed conceptual framework and hypotheses, so that it could have a better understanding of the relationship between variables.

CHAPTER 2 REVIEW OF LITERATURE

2.0 Introduction

Chapter 2 discussed the conceptualization of variables in this research. Besides, the hypotheses and conceptual framework based on the underlying theories were also presented.

2.1 Underlying Theories

Unfolding theory of turnover

Unfolding theory is a theory to understand the cause of turnover. This theory focuses on job satisfaction and organizational commitment (Mobley, 1977; Price & Mueller, 1981; Steers & Mowday, 1981). When employees are unhappy or dissatisfied with their jobs or company, then they will tend to leave the company. Prior research also showed that job satisfaction and organizational commitment have a negative effect on turnover intention. Moreover, some past research included more variables to have clearer causes of the turnover intention of the employee. For example, past research from Cotton & Tuttle (1986) included some variables such as demographic variables, work-related variables and external environment factors. Then, Lee & Mitchell (1991) develop a turnover theory to show what factors will affect employees to leave the company. This theory was developed with the use of Image theory (Beach, 1990; Beach & Mitchell, 1990). Image theory is a decision-making model, where the decision is according to the compatibility of different options and based on the existing image of principle, goals and plan of action. This theory can be used in any decision and situation encountered in the organization.

There is five cognitive pathway in this theory, where the employee will decide to leave their job or company. The pathway is where the employee perceived the

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working environment, identifies choices and enacts responses. The first 3 pathways would start with a shock situation, where it would be a shock that is personal, positive and expected, while it may be included in an established script in advance. For instance, the person has the chance to relocate to a new place, or the person's family receive a job opportunity in a certain location, hence the person will decide to leave the company (Holtem, Mitchell, Lee, & Inderrieden, 2005).

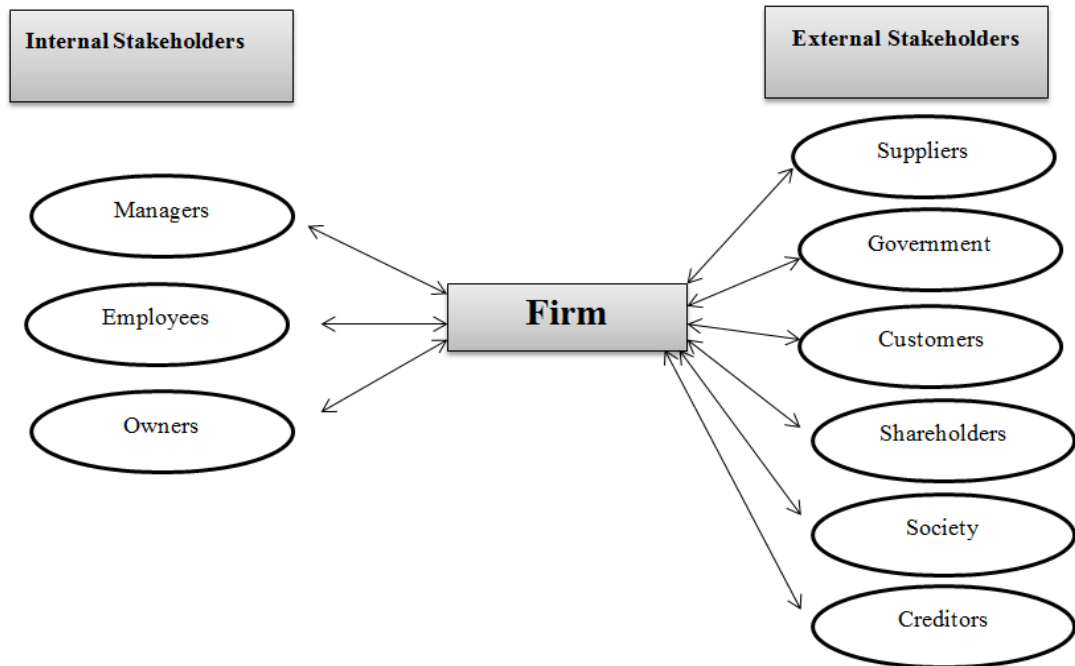
Besides, the second pathway would be to start with shock but is in a negative situation. For instance, the person received an unfair performance review, promotion or treatment (Holtem et al., 2005; Mitchell & Lee, 2001). Then image violation will happen, and it will also affect the attachment and commitment of employees in the company (Lee & Mitchell, 1991; 1994). Image violation included the principle of the person in their life (value image), career direction of the person (trajectory image) and a plan for achieving goals (strategic image). For example, when a person meets a poor leader or the person is dissatisfied with the company's strategy, they will feel violated by the value image. When the person did not receive fair treatment, limited career opportunities, promotion, performance review, compensation and recognition, then they might feel violated in trajectory and strategic image. Thus, it might push them to consider if they are suitable to stay in the company.

Furthermore, the third pathway would be to start with a shock that could be positive, neutral or negative, while there will have external job opportunities from external (Lee & Mitchell, 1994; Mitchell & Lee, 2001). When the person faces image violation, then the employee might decide to look or source for new job opportunities. In addition, the final two pathways will not start with shock but will be the employee's feeling toward job satisfaction in the company. If they are unhappy with their job, then they will leave the company without new jobs or leave the company with new jobs.

Therefore, the unfolding theory will be the base model for this research to determine what factors will cause job satisfaction and turnover intention of the employee.

Stakeholder Theory

Figure 2.1 Diagram of Stakeholder Theory



Source: Developed for the research

Stakeholder theory will be act as a general theory. A stakeholder is a group of people who can affect or can be affected by the activities of the organization while leading to the organization's objectives and goals (Freeman & McVea, 2001). According to Heenetigala (2011), stakeholders were divided into two categories which are internal and external stakeholders. Internal stakeholders are individuals who are directly involved in the corporate governance process of the organization such as directors, managers and employees. While for external stakeholders are the people who are not directly involved in the corporate governance process such as creditors, auditors, customers, suppliers and government agencies who will take the interests of the company.

Stakeholder theory focused on the importance of balanced interests of stakeholders for the company to create value (Gooyert et al., 2017). Therefore, the manager has

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more obligations and responsibilities in the interests of shareholders to stakeholders, as the action and decision by the company can affect stakeholders, while the impact can be large and dangerous. CG is in a state of transition and results in convergence of shareholder value-based approach to CG and stakeholder concept of CG towards sustainable business systems (Okiro, 2014). Hence, the interest of stakeholders has become more significant.

Besides, it has provided agents with an opportunity to draw the wealth away from others from shareholders to fulfill the interests of stakeholders (Smallman, 2004). Conflict of interests should be reduced and avoided by the corporate management of the organization, as it would not be beneficial for the company (Heenetigala, 2011). Moreover, in the perspective of morals in this theory, firms or managers should manage the organization for the benefit of all stakeholders, and all stakeholders have the right to be treated fairly (Deegan, 2014). Transparency and fairness to stakeholders should exist (AlFaki, 2006).

Organizations that focus on the interests of stakeholders instead of boosting short-term shareholder returns are more likely to be successful over the long term, while also treating its stakeholder ethically and equally (James, 2019). The failure to balance stakeholders will fail to maximize shareholders' wealth and company performance will be affected as well (Masdoor, 2011).

Other than that, the role of the leader or manager is crucially important in managing stakeholders, as it will influence the organization's culture (McAdam & Leonard, 2003; Sabbih, 2013). Moreover, reputation involved stakeholders while it depends on the perception, judgement and attitude toward a firm's action. Reputation is created both inside and outside of the company and reflected the quality of the company, also how efficient the way the company is conducted and managed (Tomsic, 2013), so it may fulfill stakeholder expectations (Mahon, 2002). The ethical principle can also give a competitive advantage.

Herzberg's Two-Factor Theory

Herzberg's two-factor theory is closely linked to the needs theory which is Maslow's theory. Maslow's theory is more towards motivation of a person since the person is born, at the workplace, at leisure, family group and social group. Frederick Herzberg proposed this theory. Herzberg's theory focused on how the needs of Maslow's theory and extended to the workplace in the situation of employment (Salem, 2015).

This motivation theory is a needs-satisfying process. It means that when an individual's needs are fulfilled and satisfied by some factors, then the person will have the motivation and put effort into their work to achieve company goals and objectives (Robbins, 2001). This theory can explain the behavior and attitude of employees (Rowley, 1996).

There are two components in Herzberg's theory, which are job content (motivators) and job context (hygiene factors). For motivators, it is the intrinsic satisfaction of jobs that will bring good feelings, so it could motivate employees to work harder. This comprises the nature of work, autonomy, responsibility, recognition, achievement, growth and advancement. While for hygiene factors, it is the extrinsic satisfaction of a job that will bring bad feelings and it is the physical and psychological context of work. It could avoid dissatisfaction but will not lead to satisfaction. This factor consists of company policies and administration, work conditions, salary, supervision, status, interpersonal relationship, job security and personal life (Hasan et al., 2018).

Besides, everything in the company should be fair and transparent. For example, factors such as company policies, salary or supervision should be clear and fair to everyone (*Herzberg's Motivation Theory*, n.d.). All these factors must exist in any work environment, as when there is a lack of the factors, it will cause dissatisfaction among employees, while also will affect the organization such as productivity decreased, slack, etc. Job satisfaction of employees strongly depends on these two components (Salem, 2015).

According to Hassan (2014), most past theories and research found that job satisfaction is one of the key variables in affecting the turnover intention of employees. Job satisfaction can also affect the employee's intention to stay or leave the company. If the employee is satisfied with the job, it will reduce the turnover intention. Meanwhile, if the employee is dissatisfied and there are better external work opportunities or alternative jobs, they will tend to leave the organization (Zulbahari, 2014). Job satisfaction might be affected by the working and challenging environment such as a high turnover rate in the company, limited career advancement opportunities and limited growth. Thus, it might cause difficulties to have a clear job content and job context, as job satisfaction strongly depends on these two components, and affect job satisfaction and turnover intention (Ezaili et al., 2018).

2.2 Literature Review

2.2.1 Transformational Leadership (TL)

Leadership is direction setting or developing a vision for the future together with appropriate strategies to achieve the company's goals and objectives. Leadership can motivate and influence people to work together for achieving the company's goals (Long & Thean, 2011).

Transformational leadership is the ability to motivate and encourage people. TL have four characteristics which are intellectual stimulation, individualized consideration, inspirational motivation and idealized influence (Avolio et al., 2004; Kennedy & Anderson, 2005). Intellectual stimulation is leaders encourage people to be innovative and learn, think outside the box and approach old things with new methods. Individualized consideration is leader pays attention to and cares for the needs of his/her team with his/her emotional support, empathy, sensitivity and personal care for the team. Inspirational motivation is a method that which leaders foresee a desirable future, motivate and inspire /her team to perform better and reach their goals. Idealized influence is a characteristic and behavior of a leader, where

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leaders will put the needs of his/her team at first place and leader will be the role models by communicating collective goals and values, also showing confidence and determination to the team to increase the team's motivation (Barnett et al., 2001; García-Morales et al., 2012; Geijsel et al., 2003; Wang et al., 2011).

Besides, transformational leadership will build trust, pride and respect between teams, so that employees will have a positive attitude and behavior in their work (Bass, 1999; Braun et al., 2013). Transformational leadership can change the team members' values, goals and aspirations and followers are willing to follow the values that bring out by the leader while performing beyond expectation and completing their tasks. This is because they are consistent with each other's values and are not expected to get rewards (Kuhnert & Lewis, 1987). Transformational leadership encourages autonomy and it is important for the job satisfaction of the team (Bass, 1990). Transformational leadership can enhance employees' performance by creating collective interest (Bass, 1990; Hui et al., 2013). Transformational leadership should be encouraged by leaders, as it will gain job satisfaction among employees (Atmojo, 2012).

2.2.2 Fairness (F)

Fairness is equal treatment, people receive the same services and benefits as others (Parvin & Kabir, 2011). Fairness is defined by the justice that an individual may experience and the impact after following the experience. The person may believe and perceive right or wrong based on their moral and ethical views (Cropanzano et al., 2007). Fairness is the perception of justice in an organization along with their behavior, cognitive and emotional reactions (Greenberg, 2011). Employees will not only react to unfair outcomes but also will react to unfair processes and procedures (Yiseth & Kenan, 2016). Fairness in performance appraisal processes and practices are extremely important in an organization, especially in the job satisfaction of employees (Sudin et al., 2011).

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According to Moorman et al., (1993), fairness or treatment in an equal way can dedicate to employees' work, as it will satisfy them. The company should discuss the meaning of any actions or decisions with employees or treat employees with dignity so that it could enhance the level of job satisfaction. Few past studies stated that fairness is strongly related to a person's attitude such as job satisfaction (Ambrose et al., 2007; Hasan, 2010). An employee will be more satisfied when they think they are being rewarded fairly based on the work they have completed, as they think that the organization care about their work, so they will be more committed to the company. In addition, the company should have a fair environment by encouraging communication in two ways, so that employees have the opportunities to involve and speak out their suggestions or opinions, as it will enhance their work attitudes and job satisfaction (Wong & Ngee, 2010).

2.2.3 Reputation (R)

Reputation is a collective set of beliefs about the capability of an organization to satisfy the interest of stakeholders (Prasad, 2016). An organization's identity was defined as the perspective and view of points of the insiders in the organization such as employees (Lievens & Slaughter, 2016). RE can be also seen as the view or perspective held by different stakeholders in the organization, that is, what employees, managers, or other stakeholders believe in the organization (Chun, 2005).

It has high value when the organization with a good and positive reputation, as it could help the organization attract and retain talented employees; its new or existing products and services are also easier to attract and accept by people (Alniacik et al., 2011), while also will impact on the size and quality of the organization (Turban & Cable, 2003). A good reputation organization can shape the employees' expectations about their employment (Lievens & Highhouse, 2003). In addition, an organization with a good reputation can enhance the self-esteem and status of the employees. It will also influence stakeholders about the organization (Alniacik et al., 2011).

When the organization decline in its reputation, it may promote dissatisfaction among its employees (Elsbach & Kramer, 1996). Therefore, an organization may strive in communicating or develop a good reputation for its organization among its employees or other external groups, so that it could have positive comments from employees and stakeholders. The higher the level of job satisfaction, when there is a good and positive reputation (Prasad, 2016).

According to Randstad Malaysia employer brand report (2019), there were 44% of Malaysian employees would prefer to work in a multinational organization, as it will have a better reputation. The majority of the survey's respondents felt that having a reputation of being a "great place to work" (77 percent) helps to attract talent (HR Asia, 2021).

2.2.4 Job Satisfaction (JS)

Job satisfaction is the pleasure brought or feelings held while doing the job. JS is how a person perceives their job and different aspects of their jobs are whether a person is satisfied or dissatisfied with their job (Arokiasamy & Park, 2018). An employee with high satisfaction will increase their efficiency and be more effective in presenting their work and tasks in the company (Haque et al., 2015; Haque & Aston, 2016).

The level of job satisfaction of a person can be seen from the attitude in the workplace. Employees with low satisfaction levels will have a negative attitude toward their work (Asghar & Oino, 2018). Job satisfaction is the level of whether there is a good fit between a person and the company. There will be a positive attitude and emotions when employer satisfies their employees and reach their expectation (Ivancevich et al., 2014).

Job satisfaction for an individual can be a motivation to work, and perform better (Raihan & Karim, 2017). Job satisfaction is not only from self-satisfaction and

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identity pleasure, but it could also affect by psychological and environmental in the workplace (Khan, 2006). Job satisfaction can be affected by the action and decisions of the company (Bauman & Skitka, 2012).

Besides, when the organization can satisfy their employees, the employees will not only stay with and work for the company but also will share the worthiness of the company with their friends and family (Prasad, 2016). Productivity will be enhanced if employees are happy and satisfied with their job (Spector, 2014).

2.2.5 External Work Opportunities (EWO)

External work opportunities (EWO) is the availability of alternative employment opportunities from the external environment in the industry. In the open industry, employees and employers are easily accessible to the availability and other advantages. Hence, it will motivate the employees to easily change their job to another company. One of the reasons that cause high turnover is because of better external work opportunities (Rubiah, 2012). Due to the fast-changing and growing of technology, there are many IT products and services in the industry, thus it created many job opportunities in the industry too (Bapna et al., 2008).

Besides, various external job opportunities is one of the reasons that cause a high turnover rate in the IT sector in Malaysia, hence employees can easily change their jobs with better benefits (Moore & Burke, 2002). When the market or the industry fill with various resources and have different job opportunities, the employees will tend to leave the company (Joseph et al., 2007). Moreover, when employees felt their current job is unattractive, they will tend to source for alternative employment opportunities, as the market has different job opportunities (Ahmed & Yang, 2017).

Furthermore, IT professionals are more valuable in the industry when the person has certain IT expertise and experience. Various companies would sponsor the employees to get some courses or certificates. When the employee is expert and certified in IT, it could be a competitive advantage for them to compete. This is

because the IT knowledge of employees in the industry can be used widely over the world. When the employee can bring high value to the company, the higher the turnover intention. The companies would try to attract IT talents with a different kind of package. Therefore, an organization will become more difficult to retain their employees, and it cause a high turnover rate in the company (Ahmed & Yang, 2017).

2.2.6 Turnover Intention (TI)

Turnover intention (TI) is a decision made by an individual person to resign and their willingness to leave their current company (Agle et al., 2012). Turnover intention also meant that it is a voluntary action and conscious decision to leave the company (Matz et al., 2014). Some factors that cause turnover intention are external work opportunities from other companies and job satisfaction (Cheah et al., 2019).

Besides, there are a few stages of turnover intention which are psychological, cognitive and behavioural. The person might have dissatisfaction due to the adverse behaviors of the company. Then, the person will start to have the intention or sign to leave the company. The last stage would be the person might behave such as not focusing on work or not being responsible for performing the work (Takase, 2010).

Furthermore, when the employee is dissatisfied with the job, then the person will intend to leave the company. On the other hand, if the employee is satisfied with their job, they will stay longer with the company. This is because the person would focus more on the occupational goals, so they will be more committed and continue to stay with the company (Foster et al., 2011). Moreover, the organization's environment or behavior might have some effects on TI regarding how employees felt and what will trigger the person to leave (Wali et al., 2013).

2.3 Hypotheses Development

2.3.1 The relationship between transformational leadership and job satisfaction

Prior studies conducted in a variety of workplaces have shown that there is a positive relationship between transformational leadership and the job satisfaction of employees (Bartolo & Furlonger, 2000; Bernard M. Bass, 1990). (Bogler, 2001; Ejimofor, 2008; Nguni et al., 2006) argued that transformational leadership leads to a higher level of performance and job satisfaction for employees, as the leaders pay attention to people's needs (Hariri et al., 2014). For example, transformational leadership has a positive relationship with the job satisfaction of teachers or academic staff (Dahie & Ali, 2015; Koutouzis & Malliara, 2017). This is because teachers are more satisfied when principals do not interfere with their duties and work (Koutouzis & Malliara, 2017). Another similar study also found there is a positive relationship between TL and job satisfaction of employees in universities in Somalia.

In addition, Hussein et al. (2017) stated that TL is a significant factor that influences the job satisfaction of the employee. This is because job satisfaction increases if there is guidance and encouragement, and support from the leader in innovation and problem-solving. Furthermore, research from Asghar & Oino (2018) stated that TL is significantly effected on job satisfaction of the employee, and it is more effective in the retail sector, as working together to complete challenging work is important, so employees will feel motivated. TL is highly effective in enhancing job satisfaction (Faye & Diane, 1995; Lok & Crawford, 2004).

However, there is a lack of findings on the influences of transformational leadership on job satisfaction among employees in the IT industry in Malaysia. Therefore, there is a need to further investigate the effect of transformational leadership on Malaysian employees' job satisfaction in the IT industry seems necessary. Hence the present study forms the following hypothesis:

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H1: Transformational leadership has a significant relationship with the job satisfaction of Malaysian employees in the IT industry.

2.3.2 The relationship between fairness and job satisfaction

Research conducted by Arokiasamy (2019) in Malaysia's fast food industry found that fairness has a positive significant relationship with job satisfaction. This indicated that the policies and practices of fairness in a company are important, as they will lead to higher job satisfaction among employees. When the outcomes employees receive or the processes being implemented by the company are fair and equal treatment, then the employee will satisfy. Besides, the company may have a proper and fair performance appraisal and planning system for the employee, so that it will not cause unfairness in the perception of employees, while an employee can see their future and advancement in the company by having the right job and duties.

Other than that, based on the research of Parvin & Kabir (2011), fairness is one of the key factors in affecting the job satisfaction of employees in pharmaceutical companies. This is because the employee wishes to have equal treatment in terms of pay or promotion from their employer. Employees wish to have a fair competitive environment with fair treatment, fair compensation, and fair working hours, which will enhance the satisfaction of employees. Fairness can be a motivator in motivating the employee to be more hardworking, put more effort into their work and satisfied employees will provide good services for the organization.

In addition, Arokiasamy and Park (2018) also found that fairness is significantly influencing employee job satisfaction in the automotive industry. When the employee is treated fairly and equally, it will result in higher job satisfaction. This is because the fair evaluation of work and fair equal treatment by the company is important for an employee. Therefore, to improve fairness, a company may have a scientific performance appraisal system and use this system to evaluate the work performance and service quality of employees. In contrast, a to research conducted

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by Hong et al., (2013) fairness has no significant effect on job satisfaction. This research stated that the researcher did not have adequate data to support fairness as a significant factor influencing job satisfaction.

To sum up, the research found there are inconsistent findings on the relationship between fairness and job satisfaction and limited studies in the IT industry in Malaysia. Therefore, there is a need to further investigate the effect of fairness on employees' job satisfaction in the IT industry is seem necessary. Hence the present study forms the following hypothesis:

H2: Fairness has a significant relationship with the job satisfaction of Malaysian employees in the IT industry.

2.3.3 The relationship between reputation and job satisfaction

In the research of Prasad (2016), reputation was found to be the second most significant factor on influence job satisfaction. Employees will feel pride and belong to the company when there is a good social reputation. Besides, when friends and family think that the image of the company is good or positive, the employee will feel motivated and also will increase their satisfaction level with their work (Prasad, 2016). Moreover, in the research of Alniacik et al., (2011), reputation significantly affects job satisfaction. As employees are more prefer to work in a popular organization with a good reputation, also able to attract more talents to join the company. It is also in line with the research conducted by Yang et al., (2015), where the reputation is significantly effect on job satisfaction of employee in small and medium enterprises in China.

Other than that, Helm (2011) found that reputation has a significant relationship with job satisfaction. The recognition of the organization by the public may affect the evaluation of employees in their workplace. It can satisfy them if the firm is in a good reputation because positive recognition by the public reflects on employees. When employees are satisfied with the company, then they may engage and

communicate with their friends and family, which will eventually enhance the company's reputation through the sharing of employees. However, prior research focused on the reputation of influencing customer satisfaction, organisational performance, and employee attraction, little research is linked to job satisfaction (Schlager, et al., 2011; Yu and Cable, 2011).

Owing to the lack of findings on the influence of reputation on job satisfaction among Malaysian employees in the IT industry. Therefore, there is a need to further investigation of the effect of reputation on Malaysian employees' job satisfaction in the IT industry is necessary. Hence the present study forms the following hypothesis:

H3: Reputation has a significant relationship with the job satisfaction of Malaysian employees in the IT industry.

2.3.4 The relationship between job satisfaction and turnover intention

According to Ahmed & Yang (2017), job satisfaction has the most significant impact on the high turnover rate in the IT industry. It negatively influences the turnover intention, where the higher the job satisfaction, the lower the turnover intention. Explicitly, the higher the job satisfaction, the lower the turnover intention. Besides, Ezaili et al., (2018) claimed that there is a negative relationship with turnover intention in the manufacturing industry. It indicated that when employees are dissatisfied, then the turnover intention will increase.

Furthermore, in the research of Chen et al., (2014), there is a significant effect between job satisfaction and turnover intention in Taiwan hospitals. Job satisfaction will show employees' advantages and wants for work. Moreover, in the research of Husain et al., (2015), job satisfaction has a significant effect on turnover intention in the banking industry of Pakistan. When the employee is happy with their job, then there will have less chance to leave their job. Furthermore, little past research showed that job satisfaction was a significant effect on turnover intention while also

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the main predictor of turnover intention in the healthcare industry (Davis, 2006; Larrabee et al, 2003; Parry, 2008).

In short, the research found that job satisfaction has a significant effect on turnover intention, but limited research in the IT industry. Therefore, there is a need to further investigate the effect of job satisfaction on Malaysian employees' turnover intention in the IT industry is necessary. Hence the present study forms the following hypothesis:

H4: Job satisfaction has a significant relationship with the turnover intention of Malaysian employees in the IT industry.

2.3.5 The relationship between external work opportunities and turnover intention

In the research of Puteh & Arshad (2015), external work opportunities have the strongest significant relationship and have the highest impact on turnover intention in the retail industry. It indicates that when there is high availability of external work opportunities for an employee to expand their career, it will increase the turnover intention. This is similar to the research of Thatcher et al., (2003) that external work opportunities have a significant relationship with the turnover intention of IT employees. Moreover, external work opportunities have the most significant influence on turnover intention in the IT industry (Ahmed & Yang, 2017).

Besides, according to Arnold (2005) and Herman (2005), external work opportunities have a significant relationship with turnover intention. When there are sufficient career advancement opportunities given by the company, it will reduce the turnover intention, as an employee would like to stay with the company (Horwitz et al., 2003). This is in line with the research of Vimala (2012) that external work opportunities have a positive relationship with turnover intention to stay in Kedah Property Company. According to Tazfir et al., (2004), an employee

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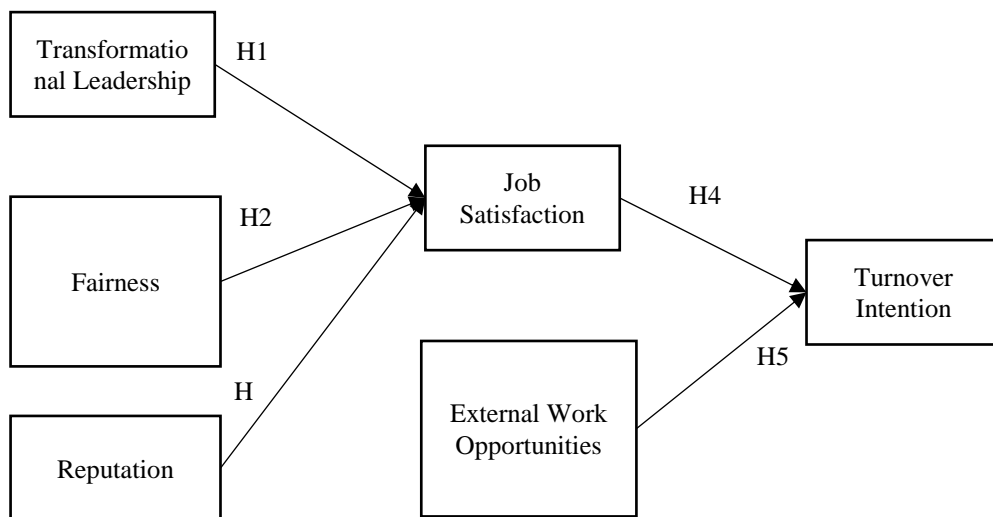
would look for external work opportunities if the person perceived there is limited growth in the company.

The research found that external work opportunities will affect turnover intention. However, the existing past research mainly focuses on other industries. Therefore, there is a need to further investigate the effect of external work opportunities on Malaysian employees' turnover intention in the IT industry is necessary. Hence the present study forms the following hypothesis:

H5: External work opportunities have a significant relationship with the turnover intention of an employee.

2.4 Proposed Conceptual Framework

Figure 2.2 Conceptual Framework



Source: Developed for the research

A research framework was developed as above. The independent variables are the CG factors which are fairness, reputation and transformational leadership influence

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job satisfaction. Job satisfaction and external work opportunities affect turnover intention. This framework is to determine if CG factors affect job satisfaction of employees and turnover intention in the IT industry in Malaysia.

2.5 Chapter Summary

This chapter started with a discussion of underlying theories which is Stakeholder theory and Herzberg Two Factors theory to construct the conceptual framework of this research. Then, it discussed the variables of this study such as fairness, reputation, transformational leadership, job satisfaction, external work opportunities and turnover intention of an employee by supporting from past literature. A proposed framework and hypotheses for the relationship between independent variables and dependent variables had developed. Lastly, the research methodology will be discussed in Chapter 3.

CHAPTER 3 RESEARCH METHODOLOGY

3.0 Introduction

This chapter will be discussed the research methodology. In this chapter, topics that will be discussed are research philosophy, research design, construct measurement, data collection method, data processing and data analysis.

3.1 Research Philosophy

The research philosophy and theoretical perspective are based on positivism. Positivism is the study of reality that is available and what can be seen, smelt and touched. The research is dealing with facts, while the research result available will be objective facts and established truth. The research will adopt the empirical methods, with the use of quantitative methods to analyze the results and build an explanatory theory (Kumar, 2019).

Besides, the research approach is a deductive approach, where the theory and hypothesis are developed and tested. The hypothesis of the research will be developed, it will be expressed operationally, testing of the hypothesis will be conducted, and the research results and outcome will be examined (Kumar, 2019).

3.2 Research Design

Research design is a plan that is comprehensive to study scientific issues (Kumar, 2019). It is to summarize all procedures and methods that are used to carry out the research including data required, method of data collection, method of analysing data and used all these to generate empirical evidence, to answer the research question.

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The research method used is quantitative research. Quantitative research is a research method used to examine theories, determine facts, show the relationship between variables and figure out the results from data collected (Kumar, 2019).

Besides, descriptive and explanatory research will be used to analyze the data collected in this research. Descriptive research is used to explain phenomena attributes and describe situations, problems and attitudes (Kumar, 2019). There are a few types of descriptive research, and a survey method will be used for this research. Therefore, questionnaires will be distributed to the employee who is working in the IT industry in Malaysia to examine the relationship between variables among Malaysians, and the data will be analyzed. Furthermore, the type of study design is cross-sectional studies, where this research is to study some issues or situations by taking a cross-section at one time (Kumar, 2019).

In addition, explanatory research is used to determine and discuss the relationship between transformational leadership (TL), fairness (F), reputation (R), job satisfaction (JS), external work opportunities (EWO) and turnover intention (TI) of Malaysian employees in IT industry.

3.3 Sampling Design

3.3.1 Target Population

The research objective of this research is to investigate the relationship between TL, F, R, JS and EWO and TI of Malaysian employees in the IT industry. Thus, the target respondents of this study are Malaysian employees who are working in the IT industry with at least 1 year of working experience.

The reason that Malaysian employees who are working in the IT industry are chosen as respondents is because of limited research on job satisfaction and turnover

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intention of Malaysian employees in the IT industry, so it is necessary to study and investigate it. Therefore, the geographic location for the survey is Malaysia as well.

3.3.2 Sampling Frame and Sampling Location

A sampling frame refers to a set of elements that enable researchers to select a sample of the target population (“Sampling Frame,” n.d.). The sampling frame plays an essential role in the sample survey. For this research, there is no sampling frame, as a non-probability sampling technique is used. Non-probability sampling is a method that is not random in the selection of elements and does not have equal chances to be selected. Thus, a list of samples is not available.

The sampling location is the place where researchers select samples from the population for collecting data. The sampling location in this research is Malaysia. The survey method of this research is the online survey method which uses an online Google form. Therefore, there is no exact location in Malaysia.

3.3.3 Sampling Elements

In this study, the target respondents are Malaysian employees who work in the IT industry, hence Malaysian employees in IT companies would be targeted, and the most suitable target sample to be the respondents for this research.

3.3.4 Sampling Technique

Sampling is a method or process of taking samples for analysis. In this research, non-probability sampling will be applied. Non-probability sampling is the method or process that is not random in the selection of elements and does not have equal chances to be selected. The most common reason that using this is because it is cheaper and faster than other methods (Taherdoost, 2018). The convenience

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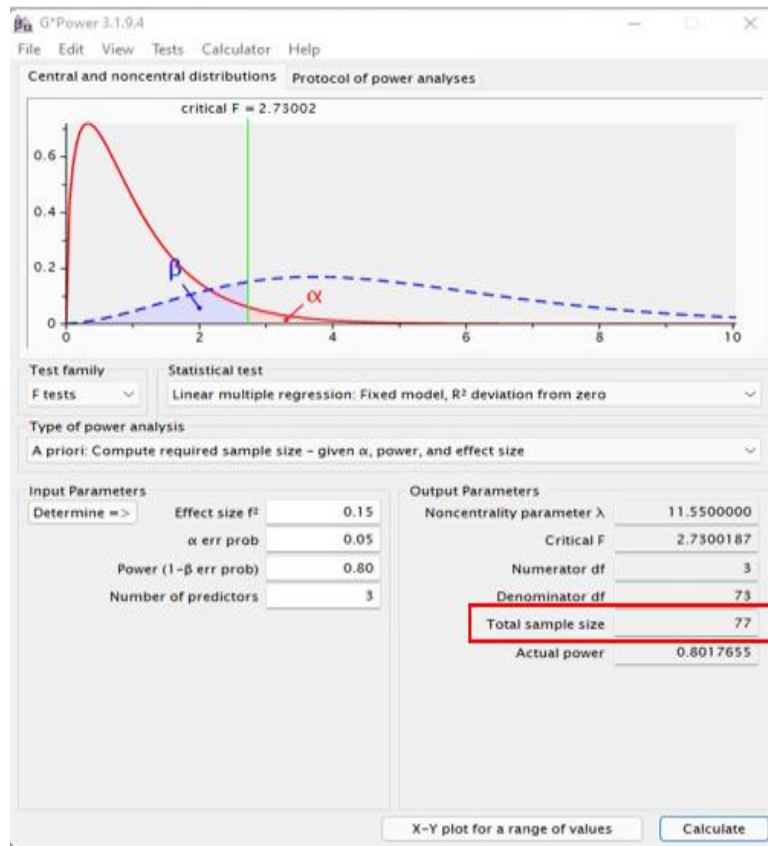
sampling method is a type of non-probability sampling where respondents can meet specific practical criteria which are easy to access, time available to fill up the survey, geographic location and whether to participate in the survey (Wu Suen et al., 2014). Therefore, this research distributed the survey online, so that it can be quick, cheap and convenient.

3.3.5 Sample Size

The sample size is known as the total number of respondents in research. According to Kumar (2019), the larger the sample size, the higher the accuracy of data, as it can reduce the error of sampling, while a small sample size will influence the variables to become not significant, as it has less power to see the difference. The ideal range of sample size is between 30 to 500 (Kumar, 2019; Sekaran, 2003).

For this research, G*Power to determine the minimum sample size (Faul et al., 2009; Memon et al., 2020). At alpha 0.05, power of 0.8 and medium effect size of 0.15, the estimation of minimum sample size is 77 as shown in Figure 3.1.

Figure 3.1 Estimation of sample size in G*Power



Source: Developed for the research

3.4 Data Collection Methods

3.4.1 Survey

The technique of collection is by distributing surveys or questionnaires so that it will have a large target population (Bowling, 2005). In this research, self-administered questionnaires will be used for data collection. Then, data will be collected from each respondent online, as it is simple and low cost. Thus, questionnaires are the instrument used for data collection. The questionnaire is completed by using an online Google form and distributed by using non-probability sampling through social media such as Facebook, Facebook Messenger, Instagram, LinkedIn, and Whatsapp. All respondents are required to answer all questions and choose the most appropriate answers.

3.5 Research Instrument

3.5.1 Questionnaire Design

In this research, self-administered questionnaires will be prepared for respondents to fill up, and the researcher will collect the data. Respondents are required to read and answer the questions.

Besides, in this research, the language used is English, as it is an international language, so it is easier for people to understand. The structure of the questionnaire is in closed-ended form and Likert scale form.

There are five sections in the questionnaire which are categorized as Section A, B, C, D and E. Section A, is a screening section to filter respondents if they are working in the IT industry and have a minimum of one year of working experience. For Section B, there are a few general questions asked to briefly know about respondents' personal information such as gender, age, race, education level, job position level, years of working experience and income level. In Section C, there are questions to know the perspective of respondents on the factors that will influence the job satisfaction of employees in the IT industry in Malaysia. The independent variables are transformational leadership, fairness and reputation. In Section D, the questions are to know the perspective of respondents on the factors that influence the turnover intention of Malaysian employees in the IT industry. The independent variables are job satisfaction and external work opportunities. In Section E, the questions are to know the turnover intention of Malaysian employees in the IT industry. Section C, D and E will assess by using 5 points Likert scale from strongly disagree indicated 1, followed by disagree indicated 2, neutral indicated 3, agree indicated 4 and strongly agree indicated 5. The data will be evaluated accordingly.

3.5.2 Pretest and Pilot Test

A pre-Test is the distribution of a small number of questionnaires to respondents so that it can reduce the error of the questionnaire. It can also ensure that the questions are easier to understand by respondents. Five questionnaires had distributed to a few respondents such as lecturers, superiors and colleagues to test on the survey. There was only a slight amendment after the pre-test, and all questions are understandable.

According to Kumar (2019), the pilot test is to test the instrument that has been developed on a small group of people from the population under study. This is to examine questions whether can be understood by the respondents, as well as to ensure the reliability of the questionnaire.

3.5.3 Origin of Constructs

All questions are adopted and adapted from past research studies.

Table 3.1 Sources of Questions

Independent Variables	Constructs	Sources
Fairness	<ol style="list-style-type: none">1. I am happy with my work responsibilities.2. I am satisfied with the present performance appraisal policy of the organization.3. I am satisfied and think I have been awarded the right set of duties, as per my ability.	Shayla, 2012

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	<p>4. I feel there is an adequate opportunity for me to move to a better job within the organization.</p>	
Reputation	<ol style="list-style-type: none"> 1. The organization has a reputation for producing innovative products and services. 2. The organization supports good causes. 3. The brand name of the organization can add value to my resume or curriculum vitae (CV). 4. There are probably many people who would like to work for a reputational organization. 5. Employees are proud to work in a reputational organization. 	Schlager et al., 2011
Transformational Leadership	<ol style="list-style-type: none"> 1. My manager encourages an employee to become good team players. 2. My manager has a clear understanding and inspires by his/her future plans. 3. My manager leads by example. 4. My manager talks about his values and beliefs. 5. My manager is a facilitator. 6. My manager has stimulated me to look at things in new ways. 	Saima, 2018

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	<ol style="list-style-type: none"> 7. My manager thinks about old problems in new ways. 8. My manager considers my personal feelings. 9. My manager communicates freely. 10. My manager is aware and pays attention to my needs and concerns. 	
External Work Opportunities	<ol style="list-style-type: none"> 1. The high turnover rate in Malaysia's IT industry is due to a large number of external job opportunities. 2. I will very likely leave my present employer if other employers approach me with a better job opportunity. 3. There are many options and one can practically name their price in the industry. 4. I would quit my present job for a similar position with better pay in another organization at the least opportunity. 5. I will quit this organization as soon as I am able to find a better job opportunity. 	Mosley and Hurley (1999)
Job Satisfaction	<ol style="list-style-type: none"> 1. I would recommend this company to my family and friends as a great place to work. 2. I like what I am doing at this company. 	Zhu et al. (2014)

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	<ol style="list-style-type: none"> 3. I am encouraged to contribute to the improvement of my job. 4. I know what I must do to grow professionally in this company. 5. I believe working in this company will give me an opportunity to advance my career and grow. 6. I feel that my work is important to the success of this company. 7. Working for this company, I think makes my life better. 	
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Dependent Variables	Constructs	Sources
Turnover intention	<ol style="list-style-type: none"> 1. I am actively planning to look for a new job in the next year. 2. I often think about quitting this job. 3. I will leave this company voluntarily within the next three years. 4. I am hoping to have a long career with this company. 5. I often think about leaving this firm. 	Jannah et al. (2016)

3.5.4 Scale of Measurement

There are four levels of scale measurement which are nominal scale, ordinal scale, interval scale and ratio scale. In this research, nominal scale, ordinal scale and interval scale are used in the questionnaire research.

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According to Kumar (2019), a nominal scale is the classification of people, things or responses based on a particular characteristic. In Section A of the questionnaire, a nominal scale is used for gender, race, nationalities, employment status and whether they are satisfied with their job.

Besides, the ordinal scale has all characteristics of the nominal scale, but it ranks the variable in certain ordering. They will be arranged in either ascending or descending order (Kumar, 2019). In Section A of the questionnaire, an ordinal scale is used for age and education level. These variables are arranged in ascending order.

Moreover, the interval scale is to complete operations that are numerical on data collected from respondents. In this research, an interval scale such as the Likert scale is used. The Likert scale is adapted to understand whether the respondent agrees or not agrees with the question. In Section B and C of the questionnaire, a five-point Likert scale is used, and it ranged strongly disagree indicated 1, followed by disagree indicated 2, neutral indicated 3, agree indicated 4 and strongly agree indicated 5. Hence, it can measure the relationship between independent variables and dependent variables through the survey.

3.6 Data Processing

Data processing is known as the step of extracting data from a questionnaire and converting it into information content. Data processing consists of several steps which are questionnaire checking, data editing, data coding, data transcribing, and data cleaning. The purpose of data processing ensures data extracted from respondents are completed and the result is precise.

3.6.1 Questionnaire Checking

The first step of data processing is checking on the questionnaire. This is to ensure respondents have completed the questionnaire.

3.6.2 Avoid Missing Value

The values that are missing from data are known as missing values. To avoid missing value, during data collection from respondents through Google Form, all questions in the questionnaires have to be set as a required question. Therefore, it can ensure respondents will not skip any questions, and so it can prevent missing values. This is because Google Form will not allow the respondent to submit the questionnaire once respondents do not answer the required question.

3.6.3 Data Editing

Data editing is the third step in data processing. Data editing is to make sure of the validity of the data before transferring it to the computer. Data editing will remove the inconsistency of the response by respondents once the questionnaire has been completed.

3.6.4 Data Coding

In the fourth step, each question will be assigned a numerical value to ease the researcher to analyze the data. This step is known as data coding.

3.6.5 Data Transcribing

Data transcribing is transmitting the coded data from the questionnaire into the computer in the form of an excel sheet. Jamovi will be used to transcribe the data in this research.

3.6.6 Data Cleaning

Data cleaning is known as the last step of data processing, this is also the step for rechecking to ensure that there is no missing response during the process of data entry. Checking data frequency can provide the data is within the range of value. Besides, this step will use univariate and multivariate analysis to remove missing data and outliers. Other than that, extreme range values can detect by using Jamovi. This research received 255 sets of data. After data cleaning, it remains with 214 sets of data.

3.7 Data Analysis

3.7.1 Scale Measurement

3.7.1.1 Reliability Test

The reliability test that will be used and conducted in this research is Cronbach's Alpha Reliability Test. It is to measure the internal consistency of a scale. When the coefficient is high, the items that are measured are more reliable (Tavakol & Dennick, 2011). The alpha coefficient range used to determine the reliability of each item in this research showed in Table 3.2.

In this pilot test, 30 sets of usable questionnaires were received and were used to conduct an internal reliability test. The test result of the reliability test is shown in Table 3.1.

Table 3.2: Result of Reliability Test (Cronbach's Alpha)

Variables	Cronbach's Alpha	Number of items
Independent Variables:		
Transformational Leadership (TL)	0.920	10

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Fairness (F)	0.894	4
Reputation (R)	0.859	5
Job Satisfaction (JS)	0.961	7
External Work Opportunities (EWO)	0.797	5
Dependent Variable:		
Turnover Intention (TI)	0.889	5

Source: Developed for the research

Based on table 3.1, the reliability test was to measure the reliability of independent variables which are TL, F, R, JS, EWO and the dependent variable which is TI.

The highest Cronbach's Alpha value among variables is job satisfaction (0.961). It followed by transformational leadership (0.920); fairness (0.894); turnover intention (0.889; reputation (0.859); and external work opportunities (0.797).

According to Zikmund et al. (2010), job satisfaction and transformational leadership have excellent reliability. This is because when Cronbach's alpha value ranged at 0.90 or above, then the variable is an excellent strength of the relationship. For fairness, turnover intention and reputation have very good reliability. As long as the value is more than 0.6, then the variable can be accepted, and it is reliable (Hair & William, 2014). In short, it is reliable and has high consistency for the data of the pilot test.

Table 3.3 Rules of Thumb for Cronbach's Alpha Coefficient Value

Alpha Coefficient Range	Strength of Association
Less than 0.6	Poor

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0.6 to < 0.70	Moderate
0.7 to < 0.80	Good
0.8 to < 0.90	Very Good
0.90 and above	Excellent

Source: Adopted from Zikmund, Babin, Carr, & Griffin, (2010)

3.7.2 Multivariate Assumption Test

3.7.2.1 Normality Test

There is a pre-test need to be done which is a normality test. It used to examine whether a sample can be fit into a standard normal distribution. It can also be either present in the form of mathematics or graphic. According to Kothari (2004), a normal distribution is a perfect bell-shaped curve, and it is symmetrical. When the curve is distorted either to the right side or left side, then it will have asymmetrical distribution and have skewness. In this research, this test can determine will the dependent variable is normally distributed on the independent variable. The acceptable skewness is between -3 and +3 and kurtosis is between -7 and +7, so that it will have a normal distribution of data (George & Mallery, n.d.).

3.7.2.2 Pearson Correlation Analysis

This analysis is to measure the linear relationship in its strength and direction between variables (Bolboaca & Jäntschi, 2006). It will affect by coefficient values, either positive or negative, from -1 to +1. For -1, it is decreasing relationship, while for +1, it has an increasing relationship, and variables correlated perfectly. If the value is zero, then variables are not correlated with each other.

Table 3.4 Rules of Thumb for Correlation Coefficient

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very high correlation
± 0.70 to ± 0.89	High correlation
± 0.50 to ± 0.69	Moderate correlation
± 0.30 to ± 0.49	Low correlation
± 0.00 to ± 0.29	Little if any correlation

Source: Adopted from Asuero, Sayago, & González (2006)

3.7.2.3 Multicollinearity Test

When the degree of correlation between independent variables is high, then the problem that will occur is multicollinearity (Kothari, 2004). Multicollinearity is a situation where two or more predictors are correlated. The standard error of the coefficient will increase if multicollinearity happens. Multicollinearity will cause variables that are significant and become insignificant. Therefore, to solve this problem, a multicollinearity test should be run by investigating the tolerance so that multicollinearity can be found. It used the differences of every independent variable to test. In collinearity statistics, there are tolerance and Variance Inflation Factor (VIF). VIF will directly impact tolerance value. When the VIF score is equal to 1 or less than 1, it will be no multi-collinearity. When the VIF score is above 3.3, it is a likelihood to be collinear. When the VIF score is above 5, there is a possibility to be collinear. When the score of VIF is above 10, then the item should be removed as there is a problem with multicollinearity. The higher the VIF, the high level of multicollinearity (Hair & William, 2014).

Table 3.5 Rules of thumb for VIF

Variation Inflation Factor Value (VIF)	Multicollinearity Problem
1 and below	No collinearity issue
>3.3	Likelihood collinearity
>5.0	Probable collinearity
>10	Collinearity issue

Source: Developed for the research

3.7.3 Descriptive Analysis

Descriptive analysis is to describe the basic characteristics of the data in the research. It provided a simple summarization of the sample and measure. In this research, descriptive analysis is used to describe, summarise and present the data, to have a clearer analysis and understanding of the results. It is used to analyze the demographic data collected from respondents in Section A of the questionnaire.

3.7.4 Inferential Analysis

3.7.4.1 Multiple Regression Analysis

Multiple regression analysis is a statistical technique to predict the relationship among variables that have reason and result, also to analyze the relationship between one dependent variable and more independent variables. The coefficient of many different determinants is adjusted R square, and it shows the percentage of variation in the dependent variable is discussed by the variation of independent variables (Zikmund et al., 2010). In this research, multiple regression is used to understand and examine whether the job satisfaction of employees in the IT industry in Malaysia can be forecasted based on transformational leadership, fairness, reputation, job satisfaction and external work opportunities.

3.8 Chapter Summary

In this chapter, research design, data collection methods, sampling design, research instrument, and construct measurement have been discussed, so that it will have a better understanding of how data is being collected from respondents.

CHAPTER 4 DATA ANALYSIS

4.0 Introduction

In chapter 4, the results from the survey questionnaire that were distributed will be discussed. The data were analyzed by Jamovi. The targeted respondents are Malaysian employees in the IT industry. The results will be analyzed in Descriptive analysis, Reliability test, Pearson Correlation Analysis and Multiple Linear Regression. There are a total number of 255 respondents participated in the questionnaires. However, there are only 214 can be used for analysis after the process of data cleaning.

4.1 Normality Test

In this research, data are all normal distributed. The skewness of all variables is between -3 and +3, while kurtosis is between -7 and +7 so it will have a normal distribution of data.

4.2 Reliability Test

Table 4.1: Result of Reliability Test (Cronbach's Alpha)

Variables	Cronbach's Alpha	Number of items
Independent Variables:		
Transformational Leadership (TL)	0.957	10
Fairness (F)	0.906	4

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Reputation (R)	0.902	5
Job Satisfaction (JS)	0.948	7
External Work Opportunities (EWO)	0.807	5
Dependent Variable:		
Turnover Intention (TI)	0.833	5

Source: Developed for the research

Based on table 4.1, the reliability test was to measure the reliability of independent variables which are transformational leadership (TL), fairness (F), reputation (R), job satisfaction (JS), external work opportunities (EWO) and dependent variable which is turnover intention (TI).

The highest Cronbach's Alpha value among variables is transformational leadership (0.957) and measured by 10 items. It is followed by job satisfaction (0.948) and measured by 7 items; fairness (0.906) and measured by 4 items; reputation (0.902) and measured by 5 items; turnover intention (0.833) and measured by 5 items; and external work opportunities (0.807) and measured by 5 items.

According to Zikmund et al. (2010), transformational leadership, job satisfaction, fairness and reputation have excellent reliability. This is because when Cronbach's alpha value ranged at 0.90 or above, then the variable is an excellent strength of the relationship.

Turnover intention and external work opportunities have very good reliability. As long as the value is more than 0.6, then the variable can be accepted, and it is reliable (Hair & William, 2014). In conclusion, all variables are reliable and acceptable for the research, while highly within internal consistency.

4.3 Descriptive Analysis

4.3.1 Respondent Demographic Profile

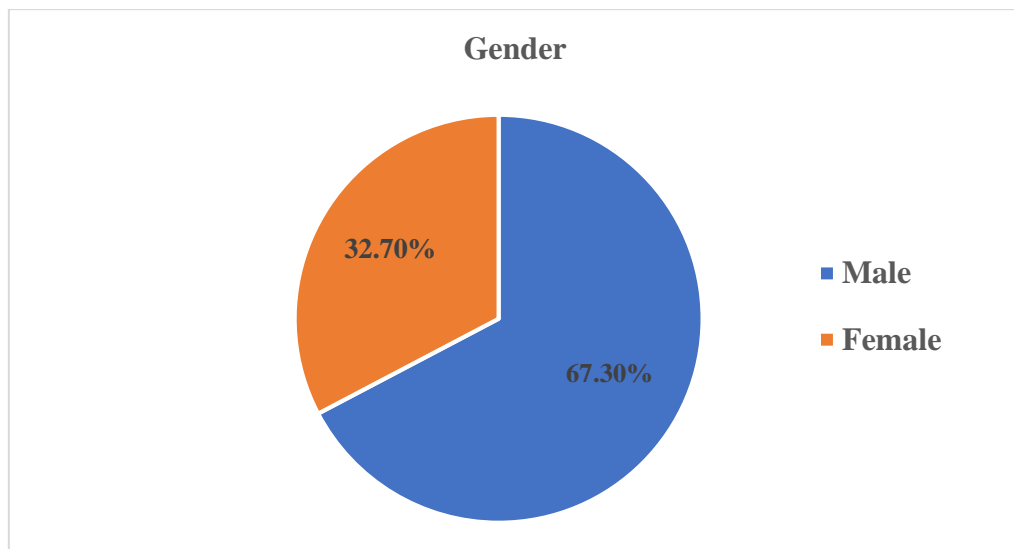
4.3.1.1 Gender

Table 4.2: Gender of respondents

Gender		Frequency	Percent	Cumulative Percent
Valid	Male	144	67.3	67.3
	Female	70	32.7	100.0
Total		214	100.0	

Source: Developed for the research

Figure 4.1: Gender of respondents



Source: Developed for the research

Table 4.2 and Figure 4.1 represent the gender of 214 targeted respondents who participated in the questionnaire. For males, there are 144 which accounted for

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67.3%; while for females, there are 70 which accounted for 32.7%. Male respondents are higher than female respondents at 34.6%.

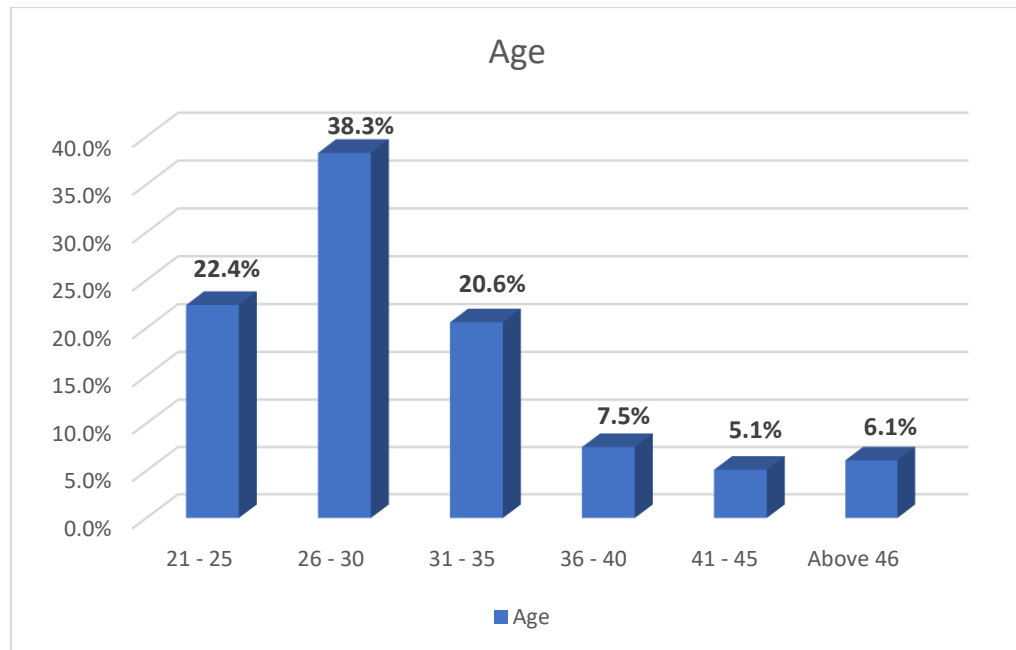
4.3.1.2 Age

Table 4.3: Age of respondents

	Age	Frequenc y	Percent	Cumulative Percent
Valid	21 – 25 years old	48	22.4	22.4
	26 – 30 years old	82	38.3	60.7
	31 – 35 years old	44	20.6	81.3
	36 – 40 years old	16	7.5	88.8
	41 – 45 years old	11	5.1	93.9
	Above 46 years old	13	6.1	100.0
	Total	214	100.0	

Source: Developed for the research

Figure 4.2: Age of respondents



Source: Developed for the research

Table 4.3 and Figure 4.2 represent the age of 214 respondents who participated in the questionnaire. There are five age groups which are 21 – 25 years old, 26 – 30 years old, 31 – 35 years old, 36 – 40 years old, 41 – 45 years old and 46 years old and above. For 21 – 25 years old, it consists of 48 respondents and accounted for 22.4%. For 26 – 30 years old, it consists of 82 respondents and accounted for 38.3%. For 31 – 35 years old, it consists of 44 respondents and accounted for 20.6%. For 36 – 40 years old, it consists of 16 respondents and accounted for 7.5%. For 41 – 45 years old, it consists of 11 and accounted for 5.1%. For 46 years old and above, it consists of 13 respondents and accounted for 6.1%.

4.3.1.3 Race

Table 4.4: Race of respondents

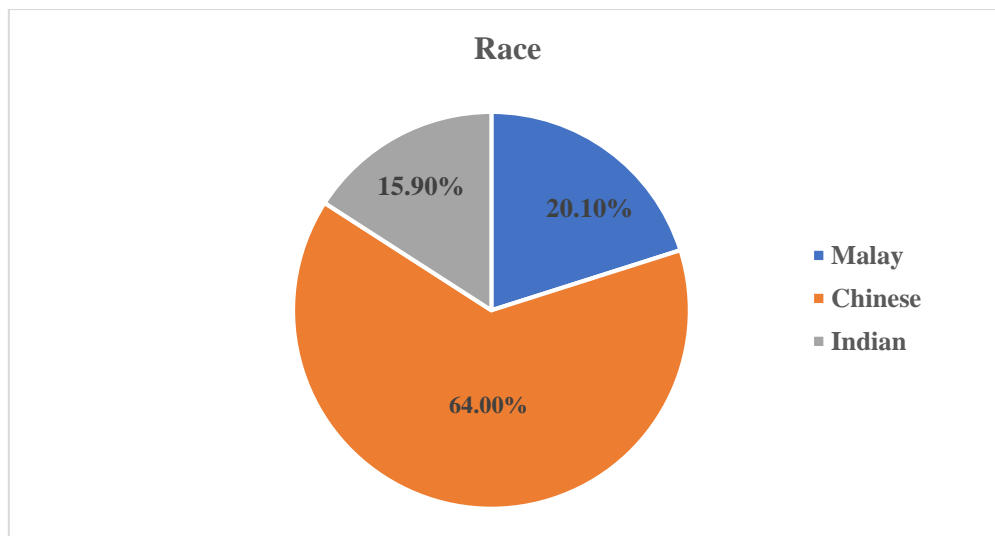
Race	Frequency	Percent	Cumulative Percent

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Valid	Malay	43	20.1	20.1
	Chinese	137	64.0	84.1
	Indian	34	15.9	100.0
	Total	214	100.0	

Source: Developed for the research

Figure 4.3: Race of respondents



Source: Developed for the research

Table 4.4 and Figure 4.3 represent the race of 214 targeted respondents who participated in the questionnaire. For Malay, there are 43 which accounted for 20.1%; while for Chinese, there are 137 which accounted for 64%; and for Indian, there are 34 which accounted for 15.9%.

4.3.1.4 Education Level

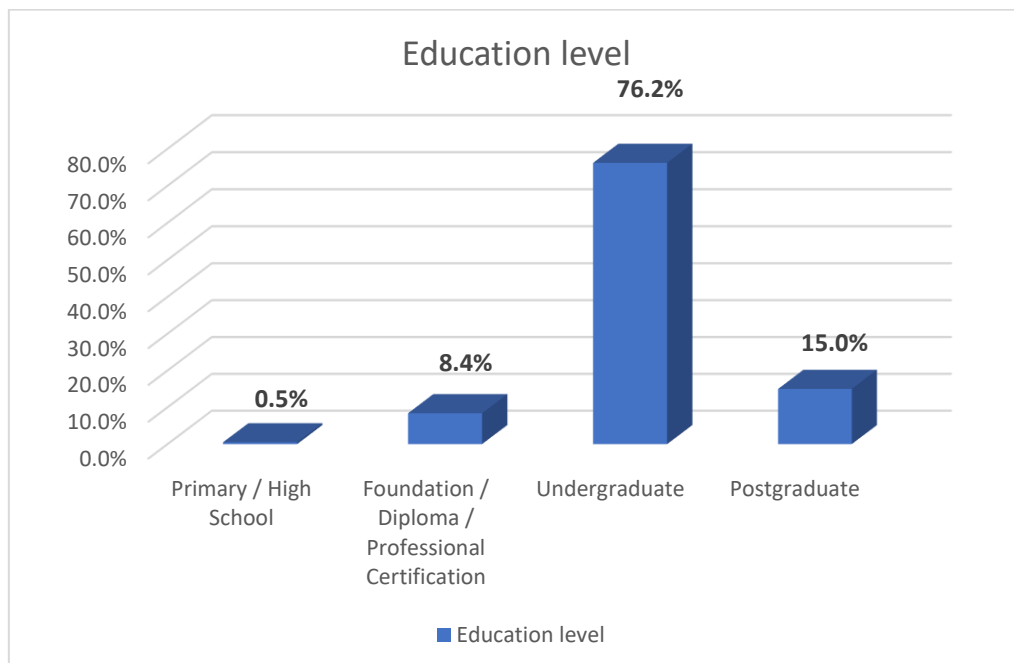
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Table 4.5: Education level of respondents

Education Level		Frequency	Percent	Cumulative Percent
Valid	Primary / Secondary / High School	1	0.5	0.5
	Foundation / Diploma / Professional Certification	18	8.4	8.9
	Undergraduate	163	76.2	85.0
	Postgraduate	32	15.0	100.0
	Total	214	100.0	

Source: Developed for the research

Figure 4.4: Education level of respondents



Source: Developed for the research

Table 4.5 and Figure 4.4 represent the education level of 214 respondents. There are four groups of education levels, which are primary, secondary or high school, foundation or diploma, undergraduate and postgraduate. For primary or high school, it consists of 1 respondent and accounted for 0.5%. For foundation or diploma, consists of 18 respondents and accounted for 8.4%. For undergraduates, it consists of 163 respondents and accounted for 76.2%. For postgraduate, consists of 32 respondents and accounted for 15%.

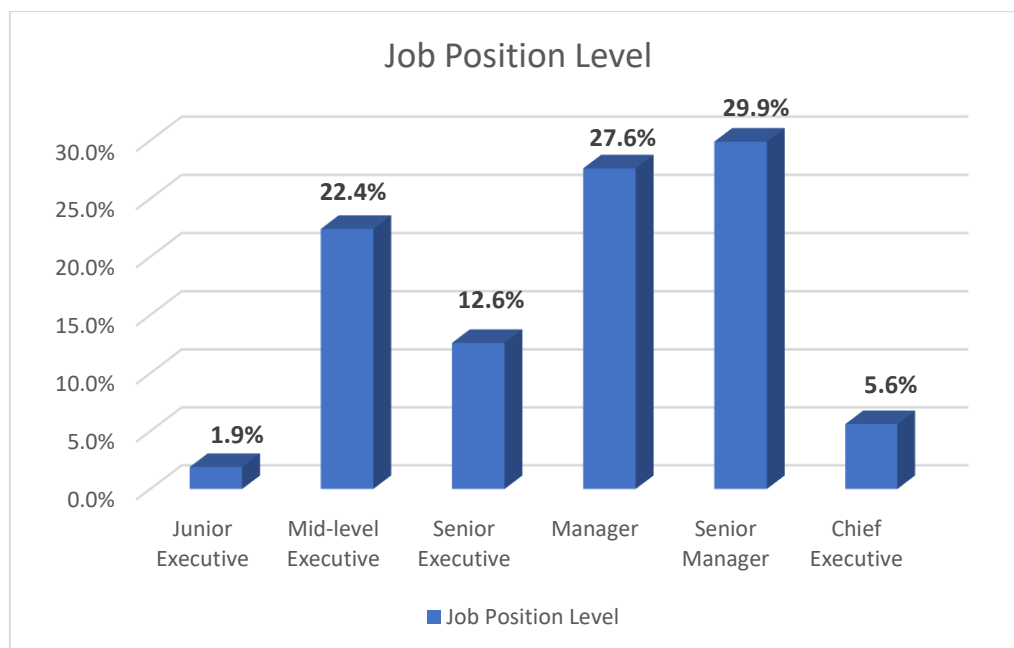
4.3.1.5 Level of Job Position

Table 4.6: Job position level of respondents

Job Position Level		Frequency	Percent	Cumulative Percent
Valid	Junior Executive	4	1.9	1.9
	Mid-level Executive	48	22.4	24.3
	Senior Executive	27	12.6	36.9
	Manager	59	27.6	64.5
	Senior Manager	64	29.9	94.4
	Chief Executive	12	5.6	100.0
	Total	214	100.0	

Source: Developed for the research

Figure 4.5: Job position level of respondents



Source: Developed for the research

Table 4.6 and Figure 4.5 represent the job position level of 214 respondents. There are six groups of job position levels, which are junior executive, mid-level executive, senior executive, manager, senior manager and chief executive. For junior executive level, consists of 4 respondents and accounted for 1.9%. For mid-level executives, it consists of 48 respondents and accounted for 22.4%. A senior executive consists of 27 respondents and accounted for 12.6%. The manager level consists of 59 respondents and accounted for 27.6%. The senior manager level consists of 64 respondents and accounted for 29.9%. For the chief executive, consists of 12 respondents and accounted for 5.6%.

4.3.1.6 Years of Working Experience

Table 4.7: Years of working experience of respondents

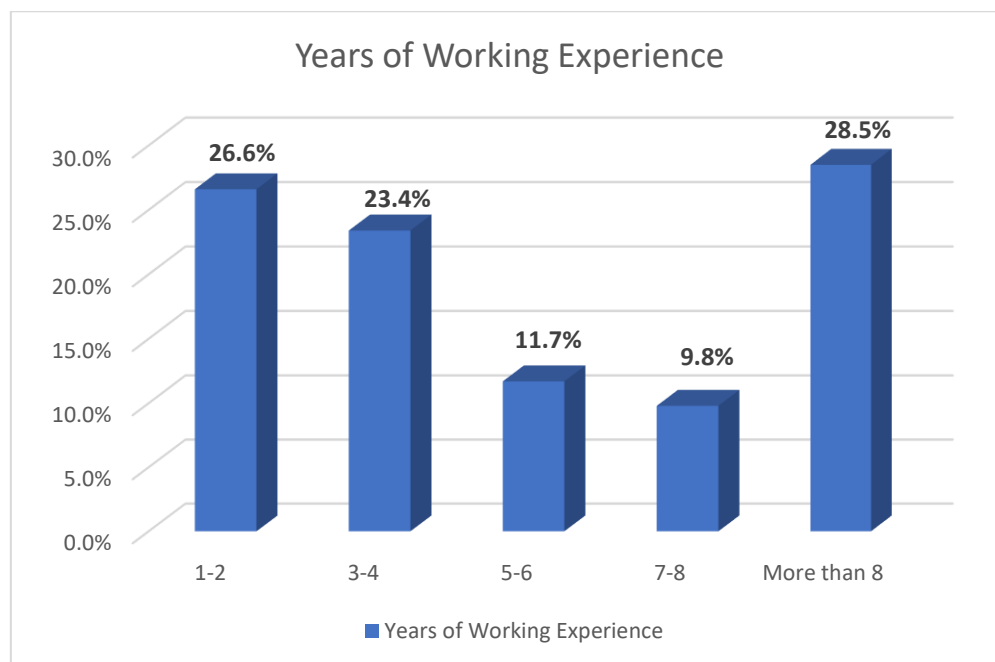
Years of working experience	Frequency	Percent	Cumulative Percent

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Valid	1 – 2	57	26.6	26.6
	3 – 4	50	23.4	50.0
	5 – 6	25	11.7	61.7
	7 – 8	21	9.8	71.5
	More than 8	61	28.5	100.0
	Total	214	100.0	

Source: Developed for the research

Figure 4.6: Years of working experience of respondents



Source: Developed for the research

Table 4.7 and Figure 4.6 represent the years of working experience of 214 respondents. There are five groups of working experience years, which are 1 – 2 years, 3 – 4 years, 5 – 6 years, 7 – 8 years and more than 8 years. For 1 to 2 years, it consists of 57 respondents and accounted for 26.6%. For 3 to 4 years, it consists

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of 50 respondents and accounted for 23.4%. For 5 to 6 years, it consists of 25 respondents and accounted for 11.7%. For 7 to 8 years, it consists of 21 respondents and accounted for 9.8%. For more than 8 years, it consists of 61 respondents and accounted for 28.5%.

4.3.1.7 Income Level

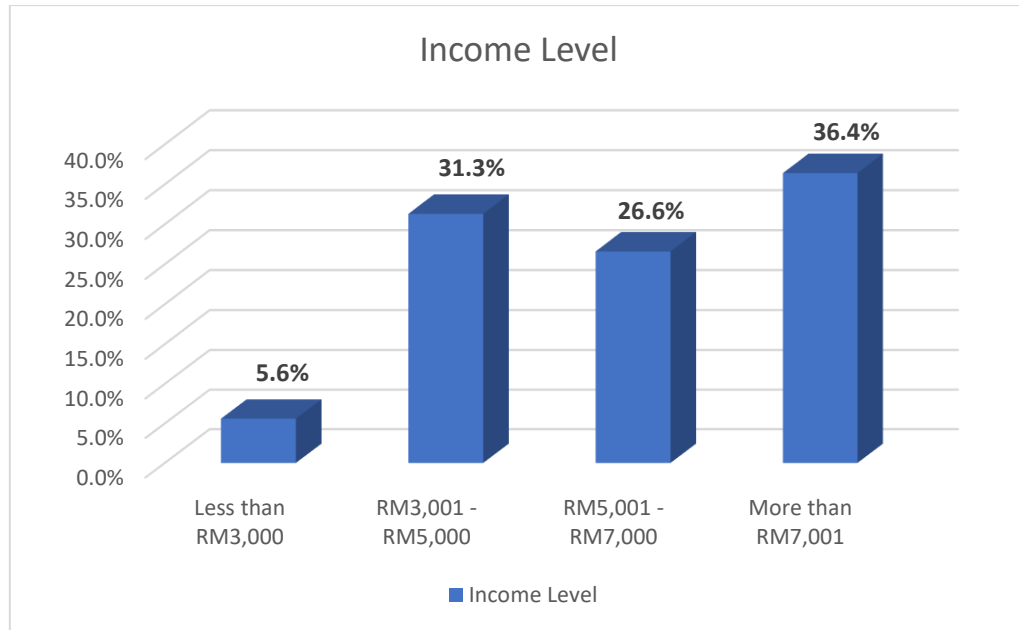
Table 4.8: Income level of respondents

Income Level		Frequency	Percent	Cumulative Percent
Valid	Less than RM3,000	12	5.6	5.6
	RM 3,001 – RM 5,000	67	31.3	36.9
	RM 5,001 – RM 7,000	57	26.6	63.6
	More than RM 7,001	78	36.4	100.0
	Total	214	100.0	

Source: Developed for the research

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Figure 4.7: Income level of respondents



Source: Developed for the research

Table 4.8 and Figure 4.7 represent the income level of 214 respondents. There are four groups of income levels, which are less than RM3000, RM3001 to RM5000, RM5001 to RM7000 and more than RM7000. For income less than RM3000, it consists of 12 respondents and accounted for 5.6%. For income between RM3001 and RM5000, consists of 67 respondents and accounted for 31.3%. For income between RM5001 and RM7000, it consists of 57 respondents and 26.6%. For income more than RM7001, it consists of 78 respondents and accounted for 36.4%.

4.4 Inferential Analysis

4.4.1 Pearson Correlation Analysis

Table 4.9: Pearson Correlation Analysis

		TL	F	R	JS	EWO	TI
TL	Pearson Correlation	-					
F	Pearson Correlation	0.620	-				
R	Pearson Correlation	0.438	0.442	-			
JS	Pearson Correlation	0.663	0.739	0.580	-		
EWO	Pearson Correlation	-0.173	-0.274	0.010	-0.176	-	
TI	Pearson Correlation	-0.411	-0.527	-0.329	-0.581	0.466	-

Source: Developed for the research

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

Note:

TL: Transformational Leadership

F: Fairness

R: Reputation

JS: Job Satisfaction

EWO: External Work Opportunities

TI: Turnover Intention

According to Asuero et al., (2006) as aforementioned in Chapter 3, when the coefficient range is between 0.9 and 1, it has a very high correlation between independent variables and dependent variables; the coefficient range between 0.7 and 0.89, has a high correlation; coefficient range between 0.5 and 0.69, it has moderate correlation; coefficient range between 0.3 and 0.49, it has low correlation.

Fairness has the strongest correlation with job satisfaction compared to other independent variables which are 0.739, followed by transformational leadership which is 0.663, and reputation which is 0.580. Job satisfaction has a moderate correlation with the turnover intention, which is 0.581, followed by external work opportunities has a low correlation which is 0.466. Based on table 4.9, the correlation is significant at a two-tailed test with a 0.01 level. There is a positive relationship between independent variables (TL, F, R, JS and EWO) and dependent variables (TI).

4.4.2 Multicollinearity

Table 4.10 Collinearity

Collinearity Statistics – Job satisfaction			Collinearity Statistics – Turnover intention		
	VIF	Tolerance		VIF	Tolerance
TL	1.72	0.583	EWO	1.03	0.969
F	1.72	0.580	JS	1.03	0.969
R	1.31	0.761			

Source: Developed for the research

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The VIF score for all variables is above 1.0 and below 3.3, hence it is a likelihood to be collinear. The higher the VIF, the high level of multicollinearity. Hence, the variables in this research have less possibility to be collinear.

4.4.3 Hypothesis Testing

Table 4.11 Model Summary

Model Fit Measures – Job satisfaction		
Model	R	R ²
1	0.816	0.667

Source: Developed for the research

Table 4.11 indicated the model summary of the analysis. There is a regression value (R) and regression square (R²). In Table 4.11, the regression value (R) is 0.816, and it is the correlation between independent variables (transformational leadership, fairness and reputation) and the dependent variable (job satisfaction). For R², it showed 0.667. This value indicated that 66.7% of dependent variables could explain independent variables. Therefore, 66.7% variance of job satisfaction of Malaysian employees in the IT industry can tell by the variance of transformational leadership, fairness and reputation. The R² is considered moderate, as R² values of 0.75, 0.50 or 0.25 are respectively described as substantial, moderate and weak, in accordance with a rough rule of thumb (Sarstedt et al., 2014).

Table 4.12 Model Coefficients - Job Satisfaction

Predictor	Estimate	SE	95% Confidence Interval		t	p	Stand. Estimate
			Lower	Upper			
Intercept	0.0248	0.1987	-0.367	0.416	0.125	0.901	
TL	0.2554	0.0508	0.155	0.355	5.031	<.001	0.263
F	0.4497	0.0510	0.349	0.550	8.810	<.001	0.461
R	0.2824	0.0493	0.185	0.380	5.729	<.001	0.262

Source: Developed for the research

Among the transformational leadership, fairness and reputation, fairness ($\beta = 0.461$) has the highest standardized beta value, this indicates F has most impact on the job satisfaction when compared to the transformational leadership ($\beta = 0.263$) and reputation ($\beta = 0.262$). Notably, transformational leadership is just slightly higher than reputation (difference = 0.001).

Besides, based on table 4.12, all the significant value (p-value) is less than 0.001. Hence, it is significant. There is a significant relationship between transformational leadership, fairness and reputation and the job satisfaction of Malaysian employees in the IT industry.

Table 4.13 Model Summary

Model Fit Measures – Turnover Intention		
Model	R	R ²
1	0.689	0.475

Source: Developed for the research

Table 4.13 indicated the model summary of the analysis. There is a regression value (R) and regression square (R²). In Table 4.13, the regression value (R) is 0.689, and it is the correlation between independent variables (JS and EWO) and dependent variable (TI). For R², it showed 0.475. This value indicated that 47.5% of dependent variables could explain independent variables. Therefore, 47.5% variance of the turnover intention of Malaysian employees in the IT industry can tell by the variance of job satisfaction and external work opportunities. The R² is considered as weak to moderate, as R² values of 0.75, 0.50 or 0.25 are respectively described as substantial, moderate and weak, in accordance with a rough rule of thumb (Sarstedt et al., 2014).

Table 4.14 Model Coefficients – Turnover Intention

Predictor	Estimate	SE	95% Confidence Interval		t	p	Stand. Estimate
			Lower	Upper			
Intercept	3.515	0.2963	2.931	4.099	11.86	<.001	
EWO	0.379	0.0511	0.278	0.480	7.41	<.001	0.376
JS	-0.533	0.0525	-0.637	-0.430	10.16	<.001	-0.515

Source: Developed for the research

Based on table 4.14, job satisfaction ($\beta = - 0.515$) has a negative significant relationship with turnover intention. A negative significant relationship is when the higher the job satisfaction, the lower the turnover intention of employees. The result shows that job satisfaction has a greater impact on turnover intention than EWO ($\beta = 0.376$).

Besides, based on table 4.14, all the significant value (p-value) is less than 0.001. Hence, it is significant. There is a significant relationship between job satisfaction and external work opportunities and the turnover intention of Malaysian employees in the IT industry.

Hypothesis 1

H1: Transformational leadership has a significant relationship with the job satisfaction of Malaysian employees in the IT industry. ($\beta = 0.263$, $t = 5.031$, p-value less than 0.05)

Referring to Table 4.12, the significant value of transformational leadership is less than 0.001, it is lower than 0.05. Thus, hypothesis 1 is accepted. There is a

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significant relationship between transformational leadership and job satisfaction of Malaysian employees in the IT industry.

Hypothesis 2

H2: Fairness has a significant relationship with the job satisfaction of Malaysian employees in the IT industry. ($\beta = 0.461$, $t = 8.810$, p-value less than 0.05)

Referring to Table 4.12, the significant value of fairness is less than 0.001, it is lower than 0.05. Thus, hypothesis 2 is accepted. There is a significant relationship between fairness and job satisfaction of Malaysian employees in the IT industry.

Hypothesis 3

H3: Reputation has a significant relationship with the job satisfaction of Malaysian employees in the IT industry. ($\beta = 0.262$, $t = 5.729$, p-value less than 0.05)

Referring to Table 4.12, the significant value of reputation is less than 0.001, it is lower than 0.05. Thus, hypothesis 3 is accepted. There is a significant relationship between reputation and job satisfaction of Malaysian employees in the IT industry.

Hypothesis 4

H4: Job satisfaction has a significant relationship with the turnover intention of Malaysian employees in the IT industry. ($\beta = 0.515$, $t = 10.16$, p-value less than 0.05)

Referring to Table 4.14, the significant value of job satisfaction is less than 0.001, it is lower than 0.05. Thus, hypothesis 4 is accepted. There is a significant relationship between job satisfaction and turnover intention of Malaysian employees in the IT industry.

Hypothesis 5

H5: External work opportunities have a significant relationship with the turnover intention of Malaysian employees in the IT industry. ($\beta = 0.376$, $t = 7.41$, p-value less than 0.05)

Referring to Table 4.14, the significant value of external work opportunities is less than 0.001, it is lower than 0.05. Thus, hypothesis 5 is accepted. There is a significant relationship between external work opportunities and the turnover intention of Malaysian employees in the IT industry.

4.5 Chapter Summary

In conclusion, 255 sets of questionnaires have been analyzed by Jamovi. This chapter discussed descriptive analysis of demographic profile, normality test, reliability test, Pearson Correlation Analysis, multicollinearity test and Multiple Linear Regression. The results that have been analyzed, will be discussed more in Chapter 5.

CHAPTER 5 DISCUSSION AND CONCLUSION

5.0 Introduction

In this chapter, the results obtained were further discussed and explained. The implications, limitations of this study, and recommendations for future studies are included in the following sub-sections.

5.1 Summary of Statistical Analysis

5.1.1 Pearson Correlation Analysis

Fairness has the strongest correlation with job satisfaction which is 0.739. It is followed by transformational leadership, which is 0.663, and reputation which is 0.580. Job satisfaction has a moderate correlation with the turnover intention, which is 0.581, followed by external work opportunities has a low correlation which is 0.466.

5.1.2 Multiple Regression Analysis

The R^2 for job satisfaction is 0.667 indicates that 66.7% of the dependent variable could explain for independent variables. Therefore, 66.7% variance of job satisfaction of Malaysian employees in the IT industry can tell by the variance of transformational leadership, fairness, reputation. Among the transformational leadership, fairness and reputation, fairness ($\beta = 0.461$) has the highest standardized beta value, this indicates fairness has the most impact on the job satisfaction when compared to the transformational leadership ($\beta = 0.263$) and reputation ($\beta = 0.262$). Besides, all three factors (transformational leadership, fairness, reputation) had a significant relationship with job satisfaction.

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Meanwhile, the R^2 of turnover intention is 0.475. This value indicated that 47.5% of dependent variables could explain independent variables. Therefore, 47.5% variance of the turnover intention of Malaysian employees in the IT industry can tell by the variance of job satisfaction and external work opportunities.

Furthermore, transformational leadership, fairness, reputation have a significant relationship with the job satisfaction of Malaysian employees in the IT industry. Moreover, job satisfaction and external work opportunities have a significant relationship with the turnover intention of Malaysian employees in the IT industry.

Table 5.1: Result of Hypotheses Testing

Hypotheses	Result		Determination
	β -value	p-value	
H1: Transformational leadership has a significant relationship with job satisfaction of employee.	0.263	< 0.001	Accepted
H2: Fairness has a significant relationship with job satisfaction of Malaysian employee in IT industry.	0.461	< 0.001	Accepted
H3: Reputation has a significant relationship with job satisfaction of Malaysian employee in IT industry.	0.262	< 0.001	Accepted
H4: Job satisfaction has a significant relationship with turnover intention of Malaysian employee in IT industry.	0.515	< 0.001	Accepted

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H5: External work opportunities has a significant relationship with turnover intention of Malaysian employee in the IT industry.	0.376	< 0.001	Accepted
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Source: Developed for the research

Note: $p < 0.05$ = Accepted; $p > 0.05$ = Rejected

5.2 Discussion of Major Findings

5.2.1 Transformational Leadership (TL) and Job Satisfaction (JS) of employee

This finding indicated that transformational leadership has a significant relationship with the job satisfaction of employees in the IT industry as the p-value is lower than 0.05. Hence, it is accepted. This is because when there is a good leader managing the team, it will increase the satisfaction of the employee. Few past research by Voon et al., (2011); Yuliarini et al., (2012); Ali et al., (2013) also found that transformational leadership has a significant effect on job satisfaction.

In the research of Voon et al., (2011), transformational leadership has a significant relationship with job satisfaction in the public sector in Malaysia. Transformational leadership is suitable for managing government companies. A company with capable leadership and using appropriate leadership skills could improve the company's performance and increase the satisfaction of the employee. Hence, if the company wants to increase the job satisfaction of the employee, then the company should take initiative and have proper planning of their resources to increase the ability of the employee to lead.

Besides, the research of Yuliarini et al., (2012), has a significant effect on leadership and employee satisfaction in Malaysia's higher educational institutions. The leader

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should select an appropriate leadership style that can fit the organization and choose the right style based on the needs and behavior of the team so that it could enhance employee satisfaction and achieve organizational goals. The leader should know how to develop the capabilities of the team to improve the team's satisfaction.

Furthermore, in the research of Ali et al., (2013), transformational leadership has a significant effect on the job satisfaction of instructors working in three selected universities in Mogadishu-Somalia. The result indicated that the employees of the universities prefer a transformational leadership style to increase the job satisfaction of the employee. When the leader always encourages autonomy and challenging work could also increase the job satisfaction of employees.

5.2.2 Fairness (F) and Job Satisfaction (JS) of employee

The result shows that fairness has a significant positive relationship with job satisfaction. When employees perceived that they are being treated fairly, it increases their satisfaction with the employee. The result of this research is similar to prior research by Hussain et al., (2015); Rubiah (2012); Rathakrishnan et al., (2016); Kwai et al., (2010); Hasan (2010).

Hussain et al., (2015) argued that in the banking industry, it is important to be fair in terms of treatment, task allocation, compensation, opportunities, recognition and so on. In the same way, it applied to the IT industry. When the employee perceived that they are having unreasonable or unfair outcomes, then they might be dissatisfied with their job, and eventually will leave the company. The organization should make sure everyone in the company is being well treated consistently, fairly and in an effective manner (Rubiah, 2012). Similarly, Rathakrishnan et al., (2016) found that fairness has a significant impact on job satisfaction in Malaysian private universities. It suggests that employees will be dissatisfied when they perceive they are not being compensated fairly. When employee perceived that they are being treated fairly and what they received are fairly, it will increase their job satisfaction of employee (Kwai et al., 2010).

Likewise, in the research of Hasan (2010), fairness has a significant relationship with the job satisfaction of employees in Electrical Industrial companies. When the company have a sense or culture of fairness in the company, it could help to increase job satisfaction, while reducing the turnover of an employee. A company that not doing fairly, might result in low satisfaction among employees. In short, fairness is a key variable of job satisfaction. Moreover, to the research of Parvin & Kabir (2011), fairness has a significant effect on job satisfaction in the pharmaceutical sector. In a pharmaceutical organization, the employee wishes to receive equal treatment. If the company could have a fair working environment, treatment, promotion, opportunities, compensation and working hours, it will enhance the job satisfaction of the employee. When employees are satisfied, they will work harder for the company, and it would help to enhance the performance of an organization. Thus, fairness is a key factor in job satisfaction in pharmaceutical companies.

5.2.3 Reputation (R) and Job Satisfaction (JS) of employee

This finding showed that reputation has a significant relationship with the job satisfaction of employees in the IT industry. When employees perceived that they are working with a reputable organization, it will increase their satisfaction of the employee. There were few past research conducted by Alniacik et al., (2011); Rubiah (2012); Primadini & Syaebani (2017); Helm (2011); Yang et al., (2015) showed that reputation has a positive relationship with job satisfaction.

In the research of Alniacik et al., (2011), reputation has a significant relationship with the job satisfaction of academic staff in the higher education industry. Reputation is one of the important pillars of an organization, where it could help to enhance the satisfaction of employees and performance of employees. Hence the company should continue to improve the reputation of the organization within the eyes of employees. The employee is more concerned with personal satisfaction and willing to be unemployed rather than work with a low reputation organization (Rubiah, 2012). Moreover, in past research conducted by Primadini & Syaebani

(2017), reputation has a positive relationship with the job satisfaction of employees in Indonesian state-owned enterprises. This is because reputation can make employees engage with the company. A good reputation organization can create the feeling of being inseparable for the employee and employer, as employees will think the organization is part of their personal life.

Furthermore, in the research of Helm (2011), reputation has a strong and significant effect on job satisfaction of employees in the organization ranked in Fortune's America's Most Admired Companies. This is because the reputation or recognition of the organization in public may affect the evaluation of employees in the workplace, and it will satisfy the employee to work in a reputable organization due to the positive reputation or recognition of the employer. When employees work in a favorable and reputable organization, the employee will appreciate a good working atmosphere and interesting job, then it will increase job satisfaction.

5.2.4 Job Satisfaction (JS) and Turnover Intention (TI) of employee

This finding indicated that job satisfaction has a significant negative relationship with the turnover intention of an employee in the IT industry. When employees are satisfied, they will stay with the company and will not intend to leave the company. The result is in line with a few past research by Ahmed & Yang (2017); Ezaili et al., (2018); Chen et al., (2014).

In the research of Ahmed & Yang (2017), job satisfaction is the most significant factor in turnover intention. This is because the company does not understand what factors that cause the employee dissatisfied and intention to leave the organization. An employee with high job satisfaction can increase the productivity of the company, and the company will have a higher rate of success in its business, while they will stay longer with the company. Besides, an organization that fosters high employee job satisfaction is more capable of retaining and attracting employees with the skills that it needs. Employees with high job satisfaction will willing to put

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more effort into their work and tasks, also to pursue organizational interests and grow together with the organization (Rad & Yarmohammadian, 2006).

Besides, the research of Ezaili et al., (2018), showed that there is a negative relationship with turnover intention in the manufacturing industry. In this research, job satisfaction was an important factor. The higher the job satisfaction, the higher the turnover intention. The company should have a way to maintain the turnover intention of employees, as it will impact the brand image and reputation of the company while losing more talents and causing low morale among the existing employees. Therefore, the company should try to enhance the job satisfaction of employees to reduce the turnover rate. Furthermore, in the research of Chen et al., (2014), there is a significant effect between job satisfaction and turnover intention in Taiwan hospitals.

5.2.5 External Work Opportunities (EWO) and Turnover Intention (TI) of employee

This finding indicated that external work opportunities has a significant positive relationship with the turnover intention of an employee in the IT industry. When the company provide opportunities and growth for employee, the employee will be committed to their jobs and the chances to look for new jobs will be lower. The findings in this research have a similar results to past research conducted by Ahmed & Yang (2017); Puteh & Arshad (2015); Vimala (2012); Tzafirir et al., (2004).

Besides, in the research of Puteh & Arshad (2015), external work opportunities has the strongest significant relationship with turnover intention in the retail industry. The company should be more proactive to know what employees' wants and provide more opportunities for the employee to grow, it could reduce the dissatisfaction of employee and reduce the employee's intention to leave and look for other job opportunities. As there are too many external work opportunities on different job platforms or social media that are offered by public or private sectors in the industry.

Furthermore, in the research of Ahmed & Yang (2017), EWO is the most significant factor in turnover intention in the ICT sector. As there are various external work opportunities in the market, an organization should take some actions or have proper planning to overcome the turnover of employees. Organizations should have career planning or advancement opportunities for an employee to grow and treat the employee as the resource to be developed. Therefore, the employee will not look for other opportunities.

In addition, past research conducted by Vimala (2012) showed that there is a positive relationship between external work opportunities and turnover intention in Kedah State Development Corporation Company. When the company provide better career opportunities compared to other companies and give an employee a clear career direction, then the employee will not intend to leave the company. Moreover, employees will be active in searching for new jobs in the competitive industry if he/she thinks that there are limited opportunities and growth in the company (Tzafrir et al., 2004).

5.3 Implication of Study

Transformational leadership (TL) is one of the significant determinants affecting the job satisfaction of Malaysian employees in the IT industry. The result indicated that Malaysian employees in the IT industry would have the feeling of dissatisfaction and dissatisfaction with their job while having the intention to leave the organization if the organization with poor leadership. A good leader should know how to encourage the team to be team players; have a clear understanding of future direction; lead by example; be creative and innovative in solving problems; care; know how to communicate with the team. Hence, the organization should have a capable leader to manage the team or tasks, while motivating the people and leading the employee to achieve the organizational goals. In short, the organization should put the right people in a right place, to increase the job satisfaction of

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employees. Thus, the result of this research can act as a guideline for the organization, human resource practitioner or executor, managers and leaders to improve the development of people, as well as researchers for further investigation and study.

Besides, fairness (F) is one of the significant factors that influence the job satisfaction of Malaysian employees in the IT industry. The result indicated that Malaysian employees in the IT industry would like to have fair practices in the organization, in terms of treatment, promotion, salary, opportunities, growth, and performance management, hence they will satisfy with their job. Therefore, the result of this research can act as a guideline for the organization, human resource practitioners and policy makers to improve on the practices and policies in the company, where the company could have a better performance appraisal system to evaluate everyone in the company so that it could enhance the employee's performance and quality. It can also act as guidelines for the researchers to further investigate and study.

Furthermore, reputation (R) is one of the major determinants affecting the job satisfaction of Malaysian employees in the IT industry. The result indicated that when the organization have a good image and reputation, Malaysian employees in the IT industry will satisfy with their job while enhancing their performance. The reputation of an organization is a kind of strategy, resources and assets of the organization to gain its competitive advantage. It will not only increase the satisfaction of the employee but can attract and retain the people. When employees are satisfied, it will lead to better performance, as an employee would be the one who deals with other stakeholders, so they can impact the reputation too. Therefore, these findings may help the organization, human resource practitioner, employer branding or marketing team to develop, build and maintain the reputation of the organization, as well as researchers for further investigation and study.

In addition, job satisfaction (JS) is the most significant determinant in affecting the turnover intention of Malaysian employees in the IT industry. The result indicated that when the employee satisfied with the organization, they will be committed and

stay with the company. Meanwhile, when the employee is not satisfied with the organization, they will have the turnover intention to leave the company. Therefore, the result of this research may act as a guide for the organization, managers, human resource practitioners and policy makers to understand the employees' intention to leave the company and take appropriate actions to solve the issue of turnover, while improving more on the quality of works, team, processes and policies so that it could reduce the turnover intention of employees, as well as researchers for further investigation and study.

Lastly, external work opportunities (EWO) is one of the significant factors in the turnover intention of Malaysian employees in the IT industry. This result in this research indicated that when the company provide fewer opportunities and growth for the employee, then the employee will tend to look for a new job or new opportunities in the competitive market and industry. Thus, these findings may help the organization, managers and human resource practitioners to have better planning on career advancement and opportunities for the employee to grow with the organization. It can also act as guidelines for the researchers to further investigate and study.

5.4 Limitation of Study

In this research, there are a few limitations faced by the researcher and will be discussed, so that these limitations can be avoided for future research studies. The first limitation is geographical location. The questionnaires were distributed randomly through online platforms such as LinkedIn, Facebook, Whatsapp and Facebook, while the target respondents were Malaysian employees in the IT industry. However, the questionnaires were not distributed equally to all states in Malaysia. The respondents were mostly from Kuala Lumpur.

Due to the outbreak of Covid-19 and time limitations, the researcher was unable to distribute equally to all states in Malaysia. The questionnaire was not distributed equally on demographic profiles, especially race. The majority of respondents are

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Chinese. Thus, it might lead to bias in data collection. Moreover, the outbreak of Covid-19 might affect employment, hence it might affect the result, where the people would prefer to stay in their current company until the situation gets better and switch to a better job or company in future.

5.5 Recommendation for Future Study

There are a few recommendations suggested for future research studies, so it may help future research studies to be more reliable and accurate. The first recommendation is that the researcher may distribute the questionnaires equally in terms of demographic profile such as location, education level, race and so on so that might not happen the problem of bias. Then, the data will have high accuracy.

Besides, the researcher can further study the variable of fairness in this research. It can be further elaborated in terms of fairness in salary, fairness in performance management and other elements. As the variable of fairness in this research is much more general in terms of salary, performance appraisal and treatment. Therefore, we can know more in-depth about how fairness affects the job satisfaction and turnover intention of an employee in the IT industry. Moreover, the research may further study this topic, as this research was conducted during the pandemic period, hence the result might be affected by the pandemic. The people might remain with their secure and stable job during a pandemic time.

5.6 Chapter Summary

In Chapter 5, a summary of statistical analysis, discussion of major findings, the implication of the study, limitation of study and recommendation of study have been discussed.

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In this research, it studied the corporate governance factors that will influence the job satisfaction and turnover intention of Malaysian employees in the IT industry. Throughout the research, the findings and results showed the relationship between independent variables (transformational leadership, fairness, reputation, job satisfaction and external work opportunities) and dependent variable (turnover intention of employees). Based on the findings and results, all independent variables have a positive relationship with the dependent variable, where transformational leadership, fairness and reputation have a significant relationship with the job satisfaction of the employee. Moreover, job satisfaction and external work opportunities have a significant relationship with the turnover intention of employees.

In conclusion, this research may provide a better understanding to the IT industry, organization, policy makers and researchers of job satisfaction and turnover intention of Malaysian employees in the IT industry. Therefore, the organization and human resources practitioner may revise and transform their practices, processes or policies to be better. This research may provide a guideline for future research studies.

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Appendices

Research Questionnaire

Research Topic:

The impact of Corporate Government Factors on Job Satisfaction and Turnover Intention in the IT Industry from a Malaysian Perspective

Dear respondents,

I am Ng Yin Mei, a postgraduate student from Faculty of Accountancy and Management (FAM), Universiti Tunku Abdul Rahman. I am from Master of Business Administration in Corporate Governance.

I would like to enlist your participation for completing this survey for my research project. The title of this survey is "The impact of Corporate Government Factors on Job Satisfaction and Turnover Intention in the IT Industry from a Malaysian Perspective". The objective of this survey is to examine the relationship between factors related to corporate governance (transformational leadership, fairness, and reputation), job satisfaction and external work opportunities influence the turnover intention of Malaysian employees in IT industry.

This questionnaire survey contains five (5) sections:

Section A: Screening Questions

Section B: Demographic profile

Section C: Evaluate the factors that influence job satisfaction and turnover intention of Malaysian employees in IT industry.

Section D: Evaluate the factors that influence turnover intention of Malaysian employees in IT industry.

Section E: Turnover intention of Malaysian employees

This survey will required you to spend about 10 minutes of your time to answer. All questions and answers will be kept strictly confidential. Only overall results will

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be presented. Your cooperation to participate in this survey will be deeply appreciated.

If you have any question regarding to the survey, please do not hesitate to contact me at 016-9211709 or email to yinmei0917@lutar.my. Thank you.

Section A: Screening Questions

1. Do you have a minimum of ONE (1) year of working experience?
 - Yes, please proceed to Section A Question 2.
 - No. Thank you for taking the time to participate. You may now end the survey.

2. Do you currently work in the IT industry or for an IT company?
 - Yes, please proceed to Section B.
 - No. Thank you for taking the time to participate. You may now end the survey.

Section B: Demographic profile

1. Gender:
 - Male
 - Female

2. Age:
 - 21 – 25 years old - 1
 - 26 – 30 years old - 2
 - 31 – 35 years old – 3
 - 36– 40 years old – 4
 - 41 – 45 years old – 5
 - above 46 years old – 6

3. Race:

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- Chinese 2
 - Malay 1
 - Indian 3
4. Education level:
- Primary/Secondary/High School
 - Foundation / Diploma / Professional Certification
 - Undergraduate
 - Postgraduate
5. Level of job position:
- Junior executive level
 - Mid-level executive
 - Senior executive level
 - Manager level
 - Senior manager level
 - Chief executive level
6. Years of working experience:
- 1 – 2 years
 - 3 – 4 years
 - 5 – 6 years
 - 7 – 8 years
 - more than 8 years

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7. Income level:

- Less than RM 3,000
- RM 3,001 – RM 5,000
- RM 5,001 – RM 7,000
- More than RM 7,001

Section C: Evaluate the factors that influence job satisfaction of Malaysian employees in IT industry.

In this section, I would like to know your opinion regarding the factors that influence job satisfaction. Please rate the extent to which you agree or disagree with each statement. The answer will be represented using Strongly Disagree (SD) = 1; Disagree (D) = 2, Neutral (N) = 3; Agree (A) = 4 and Strongly Agree (SA) = 5.

Transformational Leadership (TL)

	SD	D	N	A	SA
My manager encourages employees to become good team players.	1	2	3	4	5
My manager has a clear understanding and inspires me with his/her future plans.	1	2	3	4	5
My manager leads by example.	1	2	3	4	5
My manager talks about his values and beliefs.	1	2	3	4	5
My manager is a facilitator.	1	2	3	4	5

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My manager has stimulated me to look at things in new ways.	1	2	3	4	5
My manager thinks about old problems in new ways.	1	2	3	4	5
My manager considers my personal feelings.	1	2	3	4	5
My manager communicates freely.	1	2	3	4	5
My manager is aware and pays attention to my needs and concerns.	1	2	3	4	5

Fairness (FN)

	SD	D	N	A	SA
I am happy with my work responsibilities.	1	2	3	4	5
I am satisfied with the present performance appraisal policy of the organization.	1	2	3	4	5
I am satisfied and think I have been awarded the right set of duties, as per my ability.	1	2	3	4	5
I feel there is an adequate opportunity for me to move to a better job within the organization.	1	2	3	4	5

Reputation (RE)

	SD	D	N	A	SA
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The organization has a reputation for producing innovative products and services.	1	2	3	4	5
Organization supports good causes.	1	2	3	4	5
The organization's brand name can add value to my resume or curriculum vitae (CV).	1	2	3	4	5
There are probably many people would like to work for a reputable organization.	1	2	3	4	5
Employees are proud to work for a reputable organization.	1	2	3	4	5

Section D: Evaluate the factors that influence turnover intention of Malaysian employees in IT industry.

In this section, I would like to know your opinion regarding the factors that influence turnover intention. Please rate the extent to which you agree or disagree with each statement. The answer will be represented using Strongly Disagree (SD) = 1; Disagree (D) = 2, Neutral (N) = 3; Agree (A) = 4 and Strongly Agree (SA) = 5.

Job Satisfaction (JS)

	SD	D	N	A	SA
I would recommend this company to my family and friends because it is a great place to work.	1	2	3	4	5
I like what I am doing at this company.	1	2	3	4	5

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I am encouraged to contribute to the improvement of job.	1	2	3	4	5
I know what I must do to grow professionally in this company.	1	2	3	4	5
I believe working for this company will give me opportunity to advance my career and grow.	1	2	3	4	5
I feel that my work is important to the success of this company.	1	2	3	4	5
Working for this company, I think makes my life better.	1	2	3	4	5

External Work Opportunities (WO)

	SD	D	N	A	SA
The high turnover rate in Malaysia's IT industry is due to the large number of external job opportunities.	1	2	3	4	5
I will very likely to leave my present employer if other employers approach me with a better job opportunity.	1	2	3	4	5
There are many options available and can practically name their price in the industry.	1	2	3	4	5

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I would quit my present job for a similar position with better pay in another organization at the least opportunity.	1	2	3	4	5
I will quit this organization as soon as I able to find a better job opportunity.	1	2	3	4	5

Section E: Turnover intention

This section reflects the turnover intention of Malaysian employees in IT industry. Please rate how nearly these statements reflect your turnover intention in the future. The answer will be represented using Strongly Disagree (SD) = 1; Disagree (D) = 2, Neutral (N) = 3; Agree (A) = 4 and Strongly Agree (SA) = 5.

Turnover Intention (TI)

	SD	D	N	A	SA
I am actively planning to look for a new job in the next year.	1	2	3	4	5
I often think about quitting this job.	1	2	3	4	5
I will leave this company voluntarily within the next three years.	1	2	3	4	5
I am hoping to have a long career with this company.	1	2	3	4	5
I often think about leaving this company.	1	2	3	4	5

Thank you for the participation.

Results

Descriptives

Descriptives

	TL1	TL2	TL3	TL4	TL5	TL6	TL7	TL8	TL9	TL10	F1	F2	F3	F4	R1	R2	R3	R4	R5
N	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214	214
Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean	4.21	3.90	3.83	3.73	3.81	3.91	3.81	3.82	4.09	3.85	3.99	3.74	3.71	3.84	4.00	3.84	3.94	4.13	3.99
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Standard deviation	0.957	1.06	1.07	1.04	1.05	1.04	1.06	1.10	1.06	1.08	0.947	1.05	0.998	1.03	0.991	0.991	0.938	0.878	0.934
Minimum	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Maximum	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Skewness	-1.53	-0.806	-0.786	-0.727	-0.835	-0.941	-0.829	-0.820	-1.44	-0.994	-0.843	-0.762	-0.737	-0.828	-0.839	-0.688	-0.612	-1.01	-1.06
Std. error skewness	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166	0.166
Kurtosis	2.64	0.0214	0.0996	0.198	0.422	0.446	0.170	0.0411	1.79	0.663	0.504	0.209	0.245	0.259	0.337	-0.0175	-0.167	0.940	1.36
Std. error kurtosis	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331	0.331

Reliability Analysis

Scale Reliability Statistics

Cronbach's α	
scale	0.957

[3]

Item Reliability Statistics

	if item dropped
Cronbach's α	
TL1	0.953
TL2	0.951
TL3	0.952
TL4	0.955
TL5	0.952
TL6	0.952
TL7	0.955
TL8	0.953
TL9	0.952
TL10	0.950

Reliability Analysis

Scale Reliability Statistics

Cronbach's α	
scale	0.906

[3]

Item Reliability Statistics

	if item dropped
Cronbach's α	
F1	0.871
F2	0.870
F3	0.869
F4	0.903

Reliability Analysis

Scale Reliability Statistics

Cronbach's α	
scale	0.902

[3]

Item Reliability Statistics

if item dropped	
Cronbach's α	
R1	0.875
R2	0.873
R3	0.893
R4	0.883
R5	0.880

Reliability Analysis

Scale Reliability Statistics

Cronbach's α	
scale	0.948

[3]

Item Reliability Statistics

if item dropped	
Cronbach's α	
JS1	0.941
JS2	0.935
JS3	0.941
JS4	0.942
JS5	0.941
JS6	0.941
JS7	0.937

Reliability Analysis

Scale Reliability Statistics

Cronbach's α	
scale	0.807

[3]

Item Reliability Statistics

if item dropped	
Cronbach's α	
EWO1	0.867
EWO2	0.718
EWO3	0.768
EWO4	0.731
EWO5	0.740

Reliability Analysis

Scale Reliability Statistics

Cronbach's α	
scale	0.833

[3]

Item Reliability Statistics

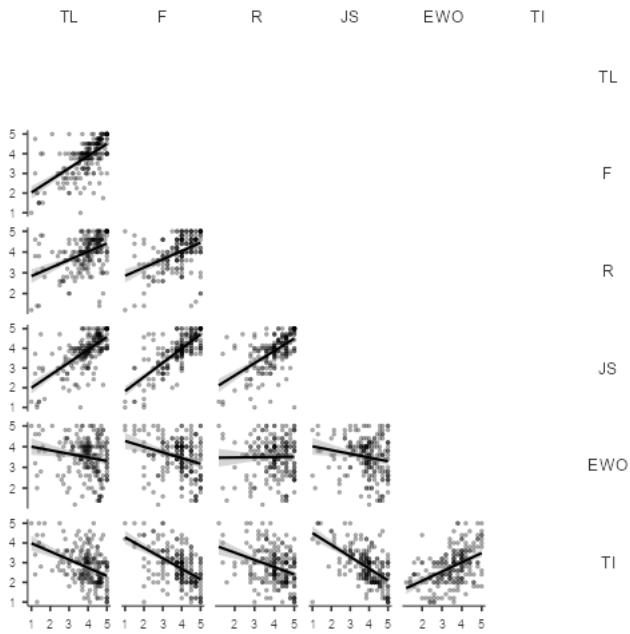
if item dropped	
Cronbach's α	
T11	0.765
T12	0.746
T13	0.786
T14r	0.896
T15	0.767

Correlation Matrix

Correlation Matrix

		TL	F	R	JS	EWO	TI
TL	Pearson's r	—					
	p-value	—					
F	Pearson's r	0.620	—				
	p-value	< .001	—				
R	Pearson's r	0.438	0.442	—			
	p-value	< .001	< .001	—			
JS	Pearson's r	0.663	0.739	0.580	—		
	p-value	< .001	< .001	< .001	—		
EWO	Pearson's r	-0.173	-0.274	0.010	-0.176	—	
	p-value	0.011	< .001	0.882	0.010	—	
TI	Pearson's r	-0.411	-0.527	-0.329	-0.581	0.466	—
	p-value	< .001	< .001	< .001	< .001	< .001	—

Plot



Linear Regression

Model Fit Measures

Model	R	R ²
1	0.816	0.667

Model Coefficients - JS

Predictor	Estimate	SE	95% Confidence Interval		t	p	Stand. Estimate
			Lower	Upper			
Intercept	0.0248	0.1987	-0.367	0.416	0.125	0.901	
TL	0.2554	0.0508	0.155	0.355	5.031	< .001	0.263
F	0.4497	0.0510	0.349	0.550	8.810	< .001	0.461
R	0.2824	0.0493	0.185	0.380	5.729	< .001	0.262

Assumption Checks

Collinearity Statistics

	VIF	Tolerance
TL	1.72	0.583
F	1.72	0.580
R	1.31	0.761

[4]

Linear Regression

Model Fit Measures

Model	R	R ²
1	0.689	0.475

Model Coefficients - TI

Predictor	Estimate	SE	95% Confidence Interval		t	p	Stand. Estimate
			Lower	Upper			
Intercept	3.515	0.2963	2.931	4.099	11.86	< .001	
EWO	0.379	0.0511	0.278	0.480	7.41	< .001	0.376
JS	-0.533	0.0525	-0.637	-0.430	-10.16	< .001	-0.515

Assumption Checks

Collinearity Statistics

	VIF	Tolerance
EWO	1.03	0.969
JS	1.03	0.969

[4]

Descriptives

Descriptives

	Gender	Race	Age	EducationLevel	Position	WorkExperience	IncomeLevel
N	214	214	214	214	214	214	214
Missing	0	0	0	0	0	0	0
Mean	1.33	1.96	2.42	3.06		2.90	2.94
Median	1.00	2.00	2.00	3.00		2.50	3.00
Standard deviation	0.470	0.600	1.15	0.500		1.59	0.950
Minimum	1	1	1	1		1	1
Maximum	2	3	5	4		5	4

Frequencies

Frequencies of Gender

Levels	Counts	% of Total	Cumulative %
1	144	67.3 %	67.3 %
2	70	32.7 %	100.0 %

Frequencies of Race

Levels	Counts	% of Total	Cumulative %
1	43	20.1 %	20.1 %
2	137	64.0 %	84.1 %
3	34	15.9 %	100.0 %

Frequencies of Age

Levels	Counts	% of Total	Cumulative %
1	48	22.4 %	22.4 %
2	82	38.3 %	60.7 %
3	44	20.6 %	81.3 %
4	27	12.6 %	93.9 %
5	13	6.1 %	100.0 %

Frequencies of EducationLevel

Levels	Counts	% of Total	Cumulative %
1	1	0.5 %	0.5 %
2	18	8.4 %	8.9 %
3	163	76.2 %	85.0 %
4	32	15.0 %	100.0 %

Frequencies of Position

Levels	Counts	% of Total	Cumulative %
Chief executive level	4	1.9 %	1.9 %
Junior executive level	48	22.4 %	24.3 %
Manager level	27	12.6 %	36.9 %
Mid-level executive	59	27.6 %	64.5 %
Senior executive level	64	29.9 %	94.4 %
Senior manager level	12	5.6 %	100.0 %

Frequencies of WorkExperience

Levels	Counts	% of Total	Cumulative %
1	57	26.6 %	26.6 %
2	50	23.4 %	50.0 %
3	25	11.7 %	61.7 %
4	21	9.8 %	71.5 %
5	61	28.5 %	100.0 %

Frequencies of IncomeLevel

Levels	Counts	% of Total	Cumulative %
1	12	5.6 %	5.6 %
2	67	31.3 %	36.9 %
3	57	26.6 %	63.6 %
4	78	36.4 %	100.0 %

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- [1] The jamovi project (2021). *jamovi*. (Version 2.2) [Computer Software]. Retrieved from <https://www.jamovi.org>.
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- [3] Revelle, W. (2019). *psych: Procedures for Psychological, Psychometric, and Personality Research*. [R package]. Retrieved from <https://cran.r-project.org/package=psych>.
- [4] Fox, J., & Weisberg, S. (2020). *car: Companion to Applied Regression*. [R package]. Retrieved from <https://cran.r-project.org/package=car>.