

ANALYSING TURNOVER INTENTION AMIDST
CHALLENGES AND OPPORTUNITIES AT THE
WORKPLACE

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Opportunities At The Workplace

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DECLARATION

I hereby declare that

- (1) This Research Project is the end result of my own work, and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
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ACKNOWLEDGMENT

When I was writing this project, my mood was good as the topic I chose is the interest in what I had done in this research. The process of completing this research had involved a lot of important parties. Now, I would like to express my wholehearted gratitude to all parties were involved and helped me to complete this study.

Firstly, I would like to appreciate to my university, University Tunku Abdul Rahman (UTAR) provided me with an opportunity to conduct this research project. Through this research, I can gain a nice experience and gain a piece of new knowledge. I also appreciate the facilities provided by UTAR which allow me to complete our research more smoothly.

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Hope that all efforts put in will bring a lot of benefits to us and our research. We always assist and guide each other in completing this research. Again, the deepest appreciation for all the parties involved

DEDICATION

This dissertation is dedicated to:

Our supervisor,
Dr. Lee Kwee Fah

For guiding us throughout the way of completion in this research project.

Tertiary educational institutions,
University Tunku Abdul Rahman (UTAR)
For giving us an opportunity to conduct this research project.

Families and friends,

For giving their support, encouragement, help, and motivation throughout the way
of completion in this research project.

ABSTRACT

The intention to leave one's employment or organization, also known as turnover intention, is a requirement for leaving.

It is when employees consider and intend to leave their job and organization for a variety of reasons. Because the purpose to leave one's job and organization is not stated, it is difficult to discern the circumstances that lead to leaving one's employment and organization. As a result, the aim of the research attempted to describe several aspects influencing employee turnover intentions that have been recognized by various scholars and researchers. Various empirical works on the relationship between the dependent variable and independent variables.

This is because employees are the most important factor in determining organizational performance and survival. The aim of this study is to find out how likely employees are to leave. Workers from all different sectors were chosen as the subjects of interest. Data were obtained from 200 employees by using a questionnaire.

To achieve the minimum number of samples required for this investigation, stratified random sampling was used. SPSS was used to aid in the analysis of the findings.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

Chapter one started with the background of the study. Furthermore, the study hypotheses clarify the relationship between the variables, whilst the study significance explains the significance of the research. As a result, the chapter structure and conclusion are also described in the first chapter.

1.1 Research Background

"After spending more than six months at home in 2021, Malaysian employees have a lot of pent-up energy.

"Even though more people are expected to return to work, employers should not confuse this for a greater pool of candidates to draw from. Industries such as technology, manufacturing, and banking and financial services are facing hiring challenges because of a mismatch between their company's digital growth ambitions and a shortage of qualified talent to achieve their business goals." Employee job stress is also one of the main aspects that affects how committed they are to the organization.

1.2 Problem Statement

The overall difficulty with the research is that turnover intentions are more relevant in our culture, however due to a lack of research in Malaysia, we don't know what causes job turnover intents. We can raise awareness and utilise it as a reference to reduce the intention of job turnover among Malaysian employees after we grasp the purpose of job turnover. Because of specialisation and niches in many professions, there are fewer theoretical models that can be used to predict job turnover intentions. As a result, there are too many aspects to consider when developing theoretical or conceptual frameworks. As a result, the creation of conceptual frameworks is discouraged. Furthermore, there is virtually little study on job turnover intentions. As a result, in this study, the intention of job turnover will be examined and analysed.

1.3 Research objectives

1.3.1 General questions

The overall aim is to find out what's is the main reason that impacted the on risk of turnover.

1.3.2 Specific Objectives

1. To find out the impact of work-life balance on risk of turnover.
2. To find out the impact of job stress on risk of turnover
3. To find out the impact of pay and reward on risk of turnover.
4. To find out the impact of job satisfaction on risk of turnover
5. To find out the impact of training and development on risk of turnover.

1.4 Research question

How does the factor influence the risk of turnover?

1.4.2 Specific questions

1. What is the effect of work-life balance on turnover intention?
2. What is the effect of job stress on turnover intention?
3. What is the effect of pay and reward on turnover intention?
4. What is the effect of jobs satisfaction on turnover intention?
5. What is the effect of training and development on turnover intention?

1.5 Hypothesis of the study

Hypothesis testing was created to perform understanding between all the variables. The theory was demonstrated.

H1: Work-life balance will influence the risks of turnover.

H2: Job Stress will influence the risks of turnover.

H3: Pay and Reward will influence the risks of turnover.

H4: Job Satisfaction will influence the risks of turnover.

H5: Training and Development will influence risks of turnover.

1.6 Significance of the study

Employee turnover is a topic that has been raised and discussed for so many years. Further understand the root cause of the job turnover can help a company avoid losing smart and experienced personnel while also cutting costs.

1.6.1 Theoretical Significance

The creation of a conceptual framework provides essential aspects impacting employee turnover in Malaysian workplaces.

1.6.2 Practical significance

The data acquired will show which factors have the most impact on staff turnover, allowing the organization to focus on the problem and remedy it quickly. Additionally, the information will assist organizations in preventing employee turnover and identifying solutions to the problem. At the same time, this enhances the employer-employee relationship, resulting in increased employee loyalty. Finally, the government can use the conclusions of this study to re-evaluate present programmed aimed at keeping employees. The Malaysian government may propose improved minimum pay for corporations because of the findings of this study in order to attract more bright individuals, retain good personnel, and recognize exceptional performers. In addition, this research supports the researcher in knowing the causes behind Malaysia's high rate of workplace turnover. Through the specified survey form, important statistics and information will be gathered from the employee's perspective on staff turnover. These useful statistics will aid any company in reviving its employee retention programmed and policy.

1.7 Chapter layout

The research background and problem description for the workplace turnover trend are presented in the first chapter. The research goals and questions, as well as the hypothesis, significance, and chapter layout, are then created by the researcher. A review of the research, a theoretical framework, and theories regarding the independent variable that increase the likelihood of job turnover intention are included in the second chapter. The third chapter goes over data gathering and evaluation techniques like research design and constructs

measurement. Furthermore, the researcher will create a framework for assessing the study's reliability. In Chapter 4, we'll learn how to construct numerical findings like descriptive and reliability analyses using SPSS version 23. Chapter 5 summarizes the research's main findings, including a summary of descriptive and inferential analyses, a discussion of important findings, and study implications. Researchers also examine the limitations that emerge during the research process and make recommendations for future research.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

All the variables will be discussed in Chapter 2 by referring to several linked journal publications. In this chapter, a hypothesis will be developed as well.

2.1 Herzberg's Two Factors

This theory claimed that in an organization, there are two types of factors: those that lead to job happiness (known as "motivational factors") and those that contribute to job discontent (known as "hygiene factors"). Experience accomplishment, recognition, fascinating job, more responsibility, promotion, and learning are all motivating elements. Unfair corporate policies, inept bosses, uncomfortable working circumstances, unfair salary, threats to status, and job insecurity are among the hygiene factors.

2.2 Variables (Dependent and Independent Variables)

2.2.1 Job turnover Intention

There is no difference between job turnover and labour turnover, according to the empirical literature (Christopher, 2000). There is, however, a distinction to be made between job turnover and job turnover intention. Employees deleting their membership and leaving the organisation is referred to as job churn. There are two reasons for job turnover: one is related to discontent with their current employment, and the other is related to the availability of better job offers that inspire them to move jobs., Lonial, and Shastri (2011), on the other hand, claimed that unsatisfied workers are more likely to leave than satisfied workers. It's because employees who are more focused on their work goals are less likely to depart. According to Wali and Rahman (2013), employees' intention to leave is linked to their assessment of the workplace and their level of satisfaction. The turnover rate is influenced by the environment in which the company operates. Intention level by having a significant impact on how they feel about the job, trigger them to leave. Undeniably, frequent turnover is a problem for the organization. Job turnover intention, according to Cho and Lewis (2012), was the best predictor of actual turnover. In fact, because to the low response rate on the poll, actual turnover is difficult to determine. Furthermore, it is not a one-time event, but rather a steady separation. As a result, the researchers believe that using the job turnover intention notion to explain actual job turnover is a good idea. Furthermore, management might take advantage of this possibility to predict an individual's behavior and perception in order to reduce turnover. Job turnover intentions, on the other hand, are influenced by a variety of circumstances. Work-life balance, job stress, salary and reward, training and development, and job satisfaction are all key elements that will be examined more in the next portion of this study.

2.2.2 Work-Life Balance

Work-life balance can be defined as a theory that encourages employees to split their time and energy between work and other important aspects of their lives.

Work-life balance is a daily effort to prioritise family, friends, community involvement, spirituality, personal growth, self-care, and other personal pursuits (Heathfield, 2016). Work-life balance, or work-family balance, is also defined as "happiness and well-functioning at work and at home, with a minimum of role conflict," according to Hye (2014), citing Clark (2000). According to Parkes and Langford (2008), this is "an individual's" responsibility.

Despite this, Har, Roche, and Taylor (2012) discovered that work-family conflict is a predictor of turnover intentions among Mori, New Zealand's indigenous people. Mori labourers provide a unique population for examining work-family conflict because of the tough civilising links between family and whanau (extended family). Another study discovered that one of the outcomes of work-life conflict is an increase in the likelihood of turnover (Goswami, 2014).

They also have hypothesized "the existence of a WLB supportive culture as perceived by the employees will reduce employees' turnover intentions" (Leiva et al., 2015).

2.2.3 Job stress

Job stress is defined as the physical and emotional unfavorable consequence that occurs when the job requirements do not correspond with the workers' capabilities, resources, or demands. Job stress, according to Jamal (1990), is described as an individual's reactions to aspects of the work environment that appear emotionally and physically hazardous. Job stress might eventually have a negative impact on one's health as well as create injuries. The interaction of the worker and the working conditions causes job stress. The role of worker attributes vs working environment as the primary driver of job stress is a point of contention among experts.

Many researchers continue to be interested in job stress. They concentrated on the different types of stress and the factors that contributed to employee stress. Job stress was found to be positively connected to turnover intentions by

Arshadi and Damiri (2013). Employee turnover intentions are positively connected to job stress, according to Muhammad et al. (2013). In reality, the density of work pressure can be assessed, and it can be determined that the higher the pressure, the greater the likelihood of turnover (Li and Wang, 2016). Recently, workplace stress has generally been seen as a unidimensional construct affecting an individual's work attitudes and behaviour (Jamal & Ahmed, 2012).

2.2.4 Pay and Reward

Employees receive pay and rewards in the form of cash and items in exchange for the services they deliver. Direct payment, indirect payment, or no monetary word can be used as a reward. Pay often includes wages, incentives, benefits, and costs, as well as shares or call options on company stock, according to Boundless Business (n.d.). It has been established that pay and reward have a role in attracting and retaining individuals at work. It is suggested that firms establish an even-handed pay structure to retain talented personnel and reduce turnover intentions (Tessema, Ready & Embaye, 2013). According to the report, the first must-have requirements from their company were a good pay and benefits package. Employees stay with a company for a variety of reasons, including high pay and benefits. According to Miller (2018), the most common cause for good employees leaving a company is a lack of wages and perks.

2.2.5 Job Satisfaction

Assume those values correspond to how one intends or attempts to do a task. Job satisfaction, according to Hoppok and Spiegler (1938), is the interwoven collection of psychological, physiological, and environmental variables that enable people to concede that they are satisfied with their jobs. Furthermore, the importance of employees in the workplace is highlighted, as several factors have an impact on an employee's performance within the company. The success

of a company is determined by the level of work satisfaction among its employees. As a result, to attain employee happiness, the employer must provide an appealing benefit in order to keep the employee in the firm. It is critical to provide benefits to employees in order to maintain their motivation while working for a company. Failure to apply the incentive could result in a higher rate of turnover (Nemeckova, 2017).

2.2.6 Training & Development

Training and development, according to Sinniah and Kamil (n.d.), is defined as actions that provide enough information or approaches to develop human resources and improve their work performance. In general, training is a planned and organised activity that aims to enhance employees' knowledge as to align with the company's goals and objectives (Memon, Salleh & Baharom, 2016). Rather than a specific work description, development concentrated on the issue of employee development and impending performance ("Training and development definition," 2019). The abilities that were gained were more diverse since they encompassed creative thinking, problem solving, and management, all of which can be used to a variety of situations ("The Importance of Training and Development," n.d.). Because employees' productivity, safety, and personal growth have a direct or indirect impact on the company, it is critical for the company to invest in internal staff by undertaking beneficial training and development. A well-designed and sufficient training and development programme capable of retaining the finest employees. Furthermore, it is capable of increasing employees' commitment to the organisation (Malek, Kline, & DiPietro, 2018.) Training can be used to determine staff turnover, job seeking intentions, and loyalty. Benjamin (2012) conducted a human resource development study on the goal of voluntary turnover. Training and development were responsible for 31% of voluntary turnover. Employees will be more likely to participate in training and

development programmed if they believe they will be treated fairly and fairly.

2.3 Theoretical framework

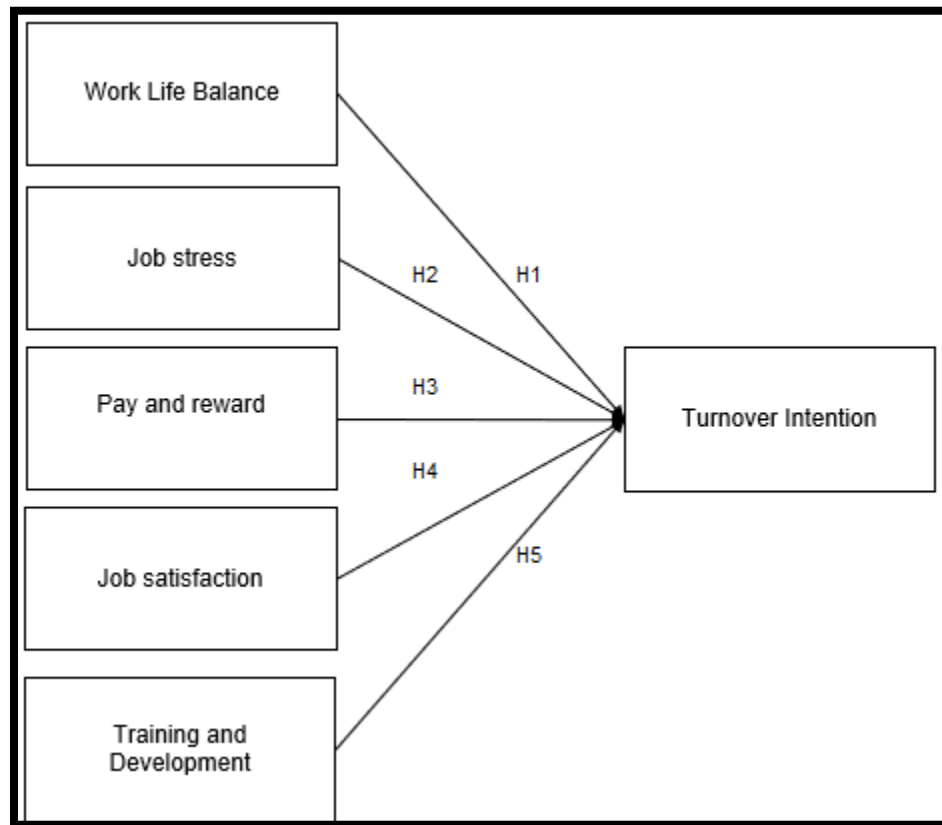


Figure 2.1: Relation between Independent Variables towards Dependent Variable

2.4 Hypothesis development

H1: Work-life balance have an influence on job turnover intention at the workplace.

H2: Job stress has an influence on job turnover intention workplace at the workplace.

H3: Pay and reward have an influence on job turnover intention at the workplace.

H4: Job Satisfaction has an influence on job turnover intention at the workplace

H5: Training and development have an influence on job turnover intention at the workplace.

2.5 Conclusion

This chapter includes a clear assessment of the research as well as an explanation of the independent and dependent variables based on prior studies. In this chapter, the researcher established the recommended conceptual framework and hypothesis. This chapter prepares the researcher to move on to the next chapter by explaining and testing a hypothesis.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

Instruments for data collection and evaluation are given in the research methodology. Designing the research method, selecting the numerous ways of data collection, come out with a sampling design, pick a research instrument, and setting up the measurement were all part of the instruments. Furthermore, researchers will design the framework for conducting the study's reliability.

3.1 Research design

It showed how a set of methods, is implemented in a specific study. The aim of a research design should be to include adequate information to make the study clear. (Sovacool & Axsen & Sorrell, 2018) research design is a template of a research procedure by arrangement of the study progress from the research objectives or questions to the results.

3.2 Data Collection Methods

Before proceeding with any work collection, we will use “primary data” as the data collection methods. The results will be used to answer hypotheses and to depict the study question.

3.2.1 Primary Data

Survey and observation are two typical approaches for gathering primary data. When answering the survey, respondents are more likely to contribute information that is relevant to the issue. A questionnaire was created and distributed randomly to workers at different working sector.

3.3 Sampling design

3.3.1 Targeted population

Employees at Malaysian workplaces are the target group of our research.

3.3.2 Sampling frame and location

Online questionnaire will dispatch randomly to those workers at the different working sector.

3.3.3 Sampling Elements

Individual employees working at a workplace in Malaysia are the elements of this survey, as the questionnaires are delivered. In addition, surveys are distributed randomly and referring to the criteria and ratio that has been set. As

a result, varied opinions among respondents can be generated, resulting in reliable answers.

3.3.4 Sampling Technique

Is a method where to choose a sample size from specific population.

3.3.5 Sampling Size

We can generally generate from the sample to the population using a reliable and valid sample. When estimating it, the sample statistics should be dependable to ensure that it will cover all population parameters and minimize margin error (Sekaran & Bougie, 2016). According to Sekaran & Bougie (2016), confidence is the degree to which we can estimate the population parameter using sample statistics. A confidence level might range from 0 to 100 percent. For most levels of study, a 95 percent level of confidence is accepted. Hence, 200 respondents will be required to answer the questionnaire.

3.4 Research Instrument

The researcher has created a questionnaire by adapting and modifying existing items for the study's question. This is the quickest approach to obtaining large amounts of reliable data from respondents during a survey. Furthermore, by directly completing the questionnaire without a lengthier period of interviewing, this tool can save time. The questions that were adapted have high validity because they were based on journals.

3.4.1 The design of the Questionnaire

The questionnaire will be segregated into three parts and consist of thirty-four sub-questions. The information of respondents is reflected in Section A. This part has nine questions about the respondents' age, state, race, gender, marital status, educational level, work experiences, job position, working sector, and job employment in the company. There are 21 questions in part B about the variables that influence job turnover intentions. Turnover intention, is measured using three questions in part C. This part asked respondents to consider whether they wanted to leave their current work.

3.4.2 Pilot study

A smaller scale of test compared to full reliability test. In order to detect fairly widespread problems, Perneger, Courvoisier, Hudelson, and Gayet-Ageron (2015) conclude a small sample size of 30 will be used to conduct pilot test. Browne (1995) also mentions a general flat guideline of estimating a parameter with at least 30 sets or more. As a result, on the 20th of February 2022, 30 set questionnaires were distributed randomly to employees at the workplace.

3.5 Construct measurements

3.5.1 Origin of constructs

Table 3.1: Origins of Constructs

Type	DV/IV	Sources
Independent variables	Work-life balance	Goswami, S. (2014). Work-life conflict among IT professionals.
	Job stress	Qureshi, Jamil, Iftikhar, Arif, Lodhi, Naseem, &

		Zaman (2012), Abbas, Roger, & Asadullah (2012)
	Pay and reward	Heneman & Schwab (1985) and Singh (2018).
	Job satisfaction	Journal of Applied Psychology 1951; 35:307-311, Oden G, Crouse SF, Reynolds C. Worker productivity, job satisfaction and work-related stress: The influence of an employee fitness program. Fitness in Business 1989;4:198-204.
	Training and development	Newman, Thanacoody & Hui (2011)
Dependent Variable	Job turnover intention	Alnaqbi (2011)

3.5.2 Scale measurement

The ordinal and nominal measurement scales were used in part A for demographic questions, whereas the interval scale was used in sections B and C.

Table 3.2 : Origins of Constructs

Section	No	Variables	Measurement
Section A Demographic profile	1	Age	Nominal
	2	gender	nominal
	3	Marital status	Ordinal
	4	Educational	nominal
	5	Race	nominal
	6	Tenure in working	nominal
	7	Working position	nominal
	8	Employment Status	nominal
	9	Working sector	nominal
Section B Factors on	1	Work-life balance Job stress	Likert

turnover intention		Pay and reward	Likert
		Job satisfaction	
		Training and development	
Section C Turnover Intention	1	Considering leaving my job	Likert
	2	To leave the company if the better offer from other	
	3	Continue career at other company	

3.6 Data processing

Is a process that able to influence the summary outcome from a sample. (Keadle, & Shiroma & Freedson, & Lee, 2014).

3.6.1 Data Checking

To ensure all questionnaire question are fill in. If found errors are during the answering, they must be corrected so that dependable and accurate findings can be obtained. After resolving all issues, the questionnaires were distributed, and the information gathered was employed in a accurate and reliable result (Kveder & Galico, 2008).

3.6.2 Data editing

Making corrections to missing data and inconsistencies in the respondent's response (Sekaran & Bougie, 2009).

3.6.3 Data coding

To set a code to every response on a questionnaire. For example, in section A, the code for male will be '1' and the code for 'female' will be '2', and 'missing data' as '99' beneath the 'Gender' question.

3.6.4 Data transcribing

The final step in data processing is data transcription. It is the procedure of uploading all information to the Statistical Analysis System (SPSS) for analysis purposes (Sekaran & Bougie,2010).

3.7 Data Analysis

3.7.1 Descriptive analysis

A data that being transformed into statistical information (Zikmund, Babin, Carr & Griffin 2010). The descriptive analysis can be turned into any chart.

3.7.2 Scale measurement

3.7.2.1 Reliability test

To ensure all results are zero error, a realibitly test will be used to run on the results.

Table 3.3 Coefficient alpha

Consistency	Cronbach's Alpha
Poor	Less than 0.60
Questionable	0.60 to 0.70
Acceptable	0.70 to 0.80
Excellent	0.80 to 0.95

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

Table 3.4: Pilot Test Result

No	Constructs	Cronbach's Alpha	Items	Number of respondents
1	Work-life balance	0.60	3	30
2	Job stress	0.68	5	30
3	Pay and reward	0.95	5	30
4	Job satisfaction	0.94	5	30
5	Training and development	0.80	3	30

Source: Develop for the research

30 sets of samples to determine the consistency of the questionnaire. Results show that Alpha values of 0.80 and 0.95, indicating a high degree of dependability between the dependent towards the independent. A value that more than 0.8 indicates great consistency. It had a score of 0.68 for job stress, which is satisfactory. The respondent may give a mixed response as a result. However, it received the lowest score, 0.6, for the variable of work-life balance, which is adequate.

3.7.3 Inferential analyses

To find out the connection among the IV and DV. Pearson Correlation Coefficient and Multiple Regression analysis are used to determine the relationship between two variables.

3.7.3.1 Pearson correlation coefficient

To measure the strength of the linear relationship between any two variables.

Table 3.5: Pearson Correlation Coefficient

Coefficient value	Direction of Correlation
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost negligible

Source: Jnr. Money, Samouel & Page (2007). Research Methods for

3.7.3.2 Multiple Regression Analysis

To determine the degree of correlation among DV & IDV (Zikmund et al, 2010).

3.8 Conclusion

The chosen research areas were at various workplaces in various industries. By using a suitable sample procedure, 200 sets of questionnaires were distributed. A total of 24 questions were adapted from studies published in various journals. The data processing pipeline included reviewing and altering the data before transferring it to an analytical system known as SPSS.

CHAPTER 4

DATA ANALYSIS

4.0 Introduction

All information gathered will be presented in this chapter using SPSS. In the descriptive analysis, the respondents' backgrounds were constructed. Inferential statistics will need to perform by using SPSS and to used to explain the 200 sets of collected responses on variables.

4.1 Descriptive analysis

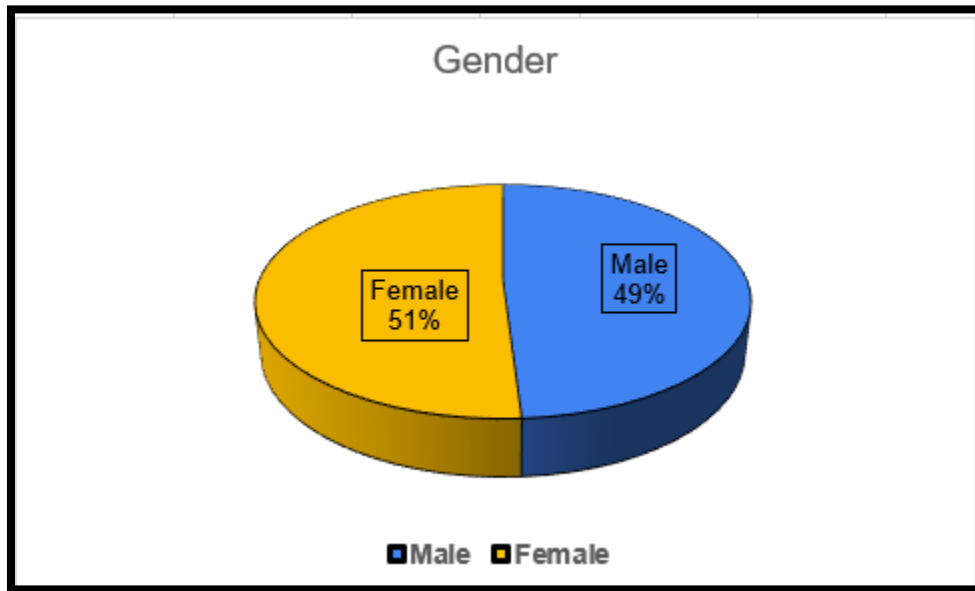
4.1.1 Descriptive Demographic's Profile

Table 4.1: Statistics of respondent's gender

Gender	Number of Response	Percentage %
Male	98	49%
Female	102	51%
Total	200	100%

Source: Created for research

Table 4.1 Figure of respondent's gender



Source: Created for research

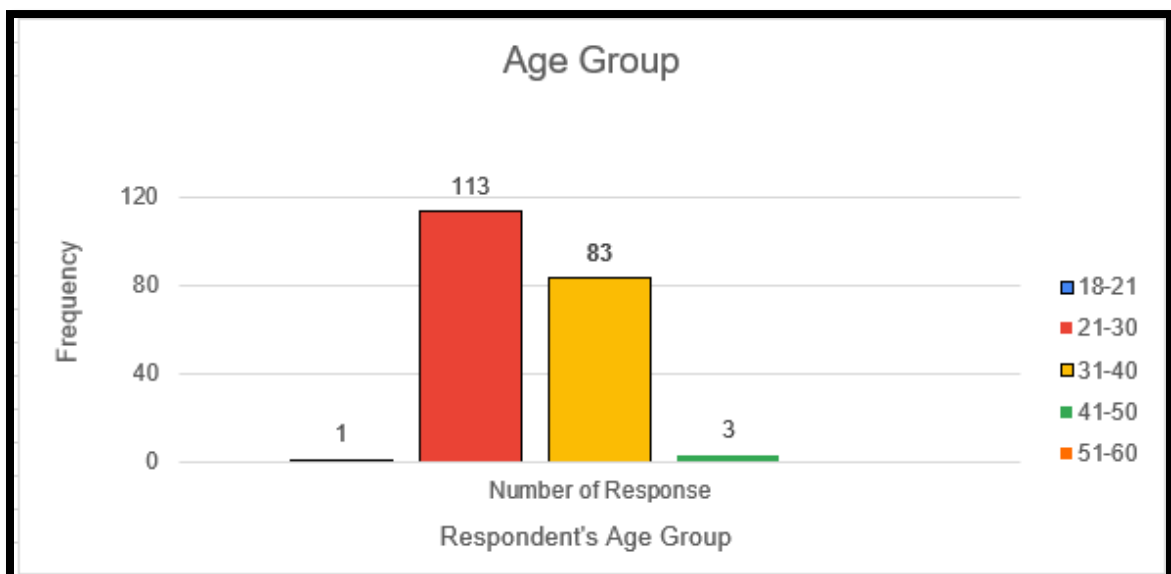
Table 4.1 and Figure 4.1 indicate the gender ratio of respondents. Female respondents account for 102 (51%) of the total, while male respondents account for 98 (49%) of the total.

Table 4.2: Statistics of respondent's Age

Age	Number of Response	Percentage %
18-21	1	1%
21-30	113	57%
31-40	83	42%
41-50	3	2%
51-60	0	0%
Total	200	100%

Source: Created for research

Figure 4.2 Figure of respondent's age



Source: Created for research

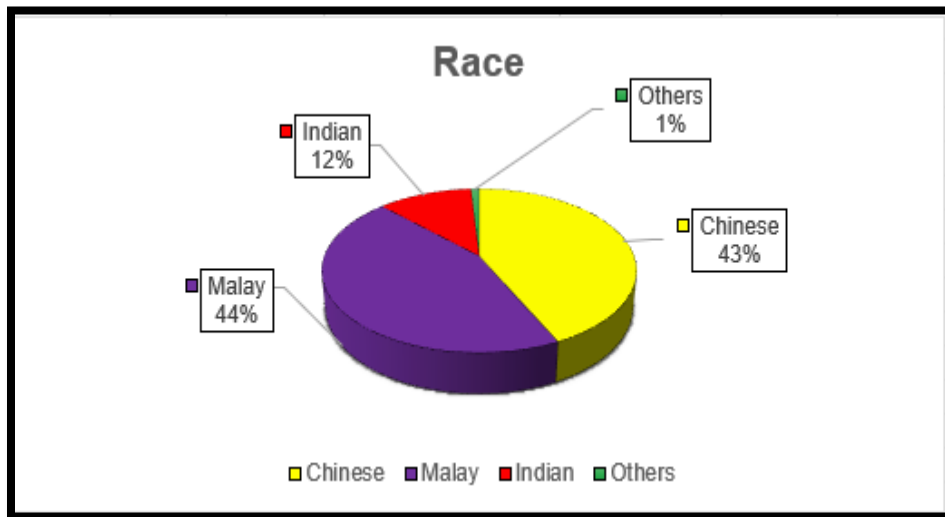
The age group of respondents is presented in Table 4.2 and Figure 4.2. The majority of the responders were between the ages of 21 and 30, accounting for 113 (57%) of the total. While 83 (42 %) of respondents are between the ages of 31 and 40. Following that, 3 (2% of respondents) are 41-50 years old, and the youngest is 18-21 years old, accounting for 1 (1% of respondents).

Table 4.3: Statistics of respondent's Race

Race	Number of Response	Percentage %
Chinese	86	43%
Malay	89	45%
Indian	23	12%
Others	2	1%
Total	200	100%

Source: Created for research

Figure 4.3: Figure of respondent's Race



Source: Created for research

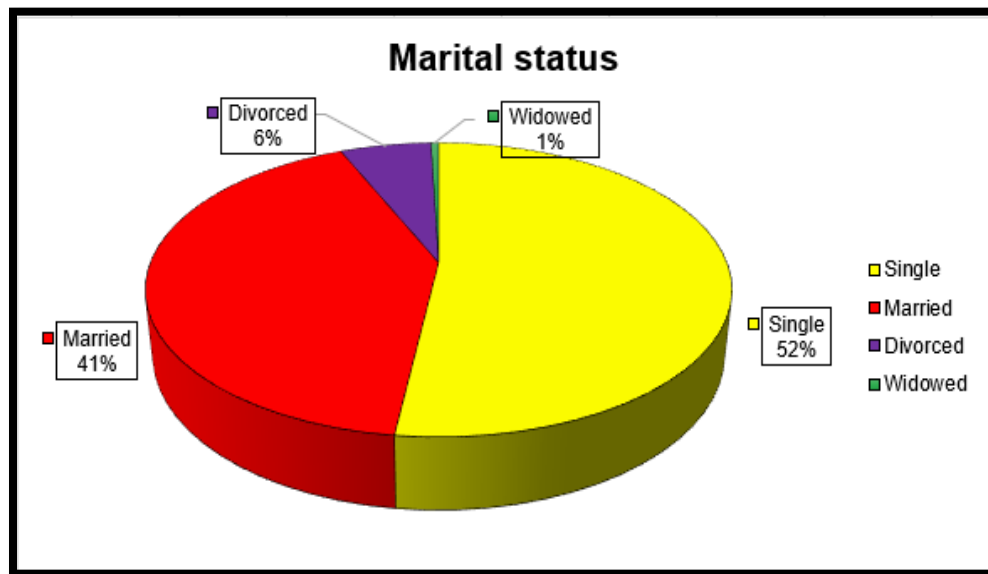
The majority of responders are Malay which consists of 89 (44%), followed by Chinese 86 (43%) and Indian respondents make up 23(12%) while other races make up 1 percent of the total.

Table 4.4: Statistics of respondent's marital status

Marital status	Number of Response	Percentage %
Single	104	52%
Married	83	42%
Divorced	12	6%
Widowed	1	1%
Total	200	100%

Source: Created for research

Figure 4.4: Figure of respondent's Marital status



Source: Created for research

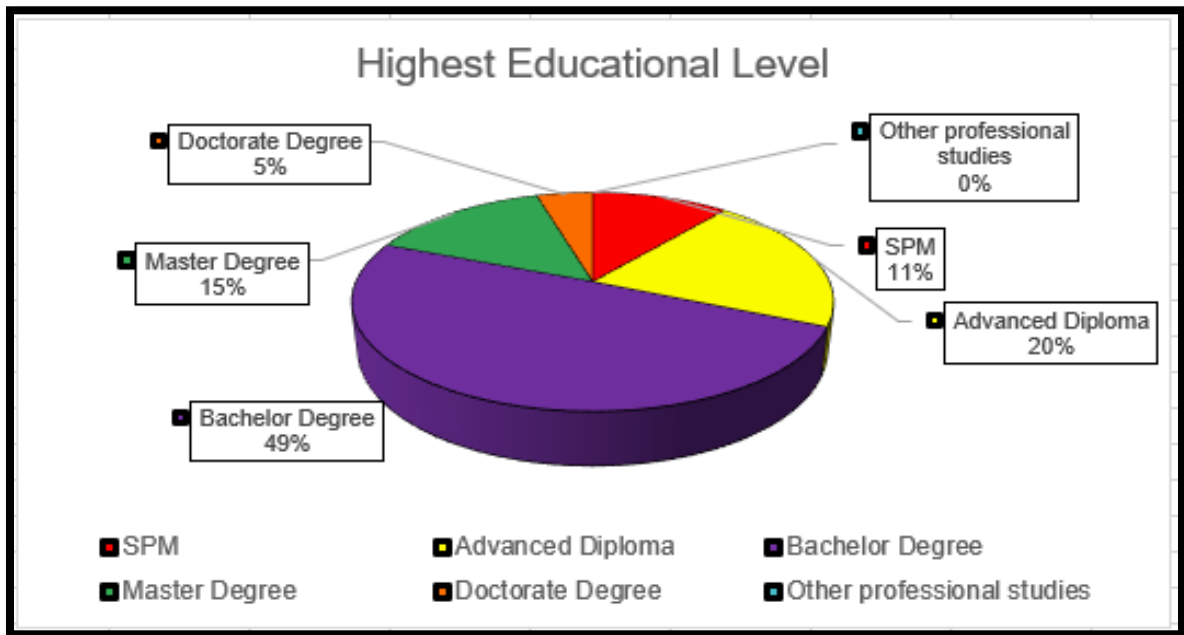
This figure indicates that the majority of respondents are single, with 104 (52%) of them being single. There are 83 (42 %) individuals who are married, 12 (%) who are divorced, and 1 (1%), who are widowed.

Table 4.5: Statistics of respondent’s highest educational level

Highest educational Level	Number of Response	Percentage %
SPM	22	11%
Advanced Diploma	41	21%
Bachelor Degree	99	50%
Master Degree	29	15%
Doctorate Degree	9	5%
Other professional studies	0	0%
Total	200	100%

Source: Created for research

Figure 4.5: Figure of respondent’s highest educational



Source: Created for research

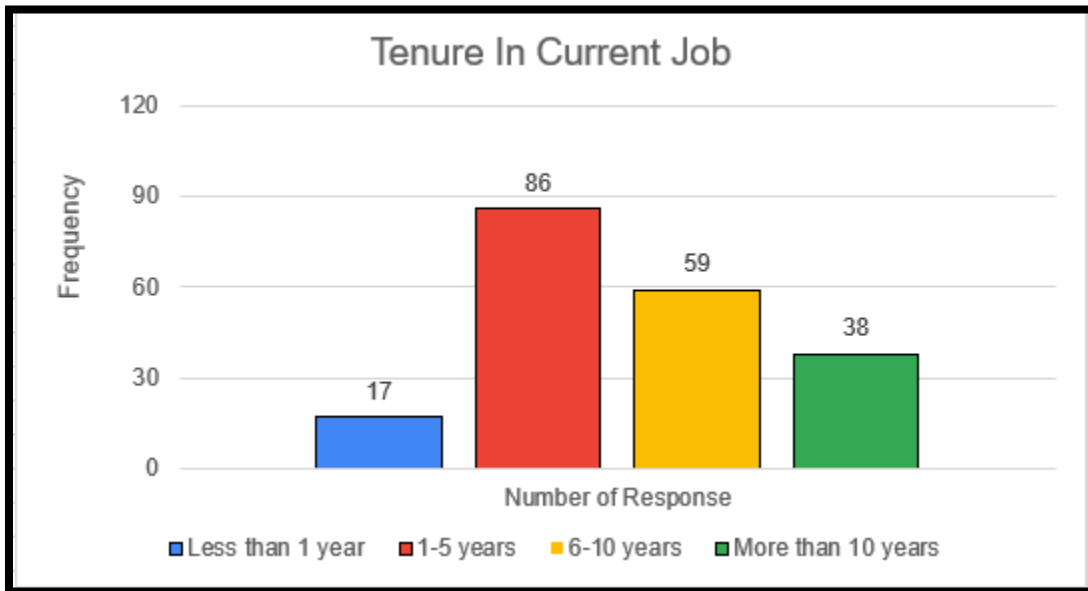
Most individuals had a bachelor's degree with 99(50%), followed by 41 (21%) respondents having an advanced Diploma. Furthermore, 29 (15%) of the respondents had a master’s degree, while 22 (11%) respondents have an SPM. There are a slight number of 9 (5 %) respondents who have doctorate degree.

Table 4.6: Statistics of respondent's tenure in current job

Tenure in current Job	Number of Response	Percentage %
Less than 1 year	17	9%
1-5 years	86	43%
6-10 years	59	30%
More than 10 years	38	19%
Total	200	100%

Source: Created for research

Figure 4.6: Figure of respondent's tenure in current job



Source: Created for research

The tenure of respondents in their current work was reported in Table 4.6 and Figure 4.6. Working experience is held by 17 (9%) of responders with less than one year of experience. Following that, 86 (43%) of respondents said they had 1 to 5 years of work experience. 59 (30%) of them have 6 to 10 years of job

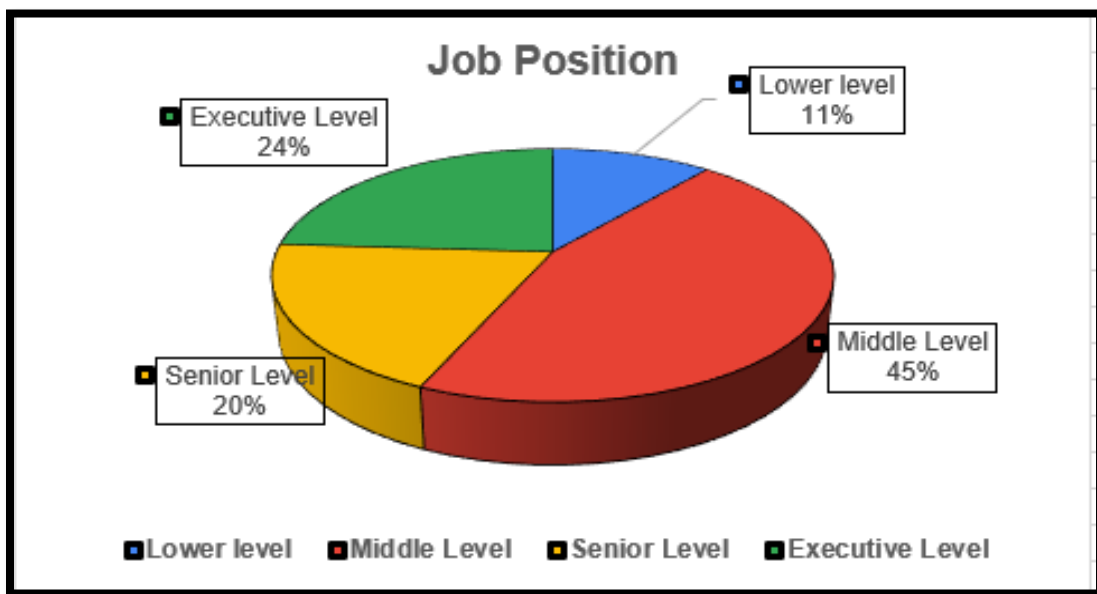
experience. Only 38 (19%) of respondents had worked for more than ten years

Table 4.7: Statistics of respondent's job position

Job Position	Number of Response	Percentage %
Lower level	22	11%
Middle Level	91	46%
Senior Level	39	20%
Executive Level	48	24%
Total	200	100%

Source: Created for research

Figure 4.7: Figure of respondent's job position



Source: Created for research

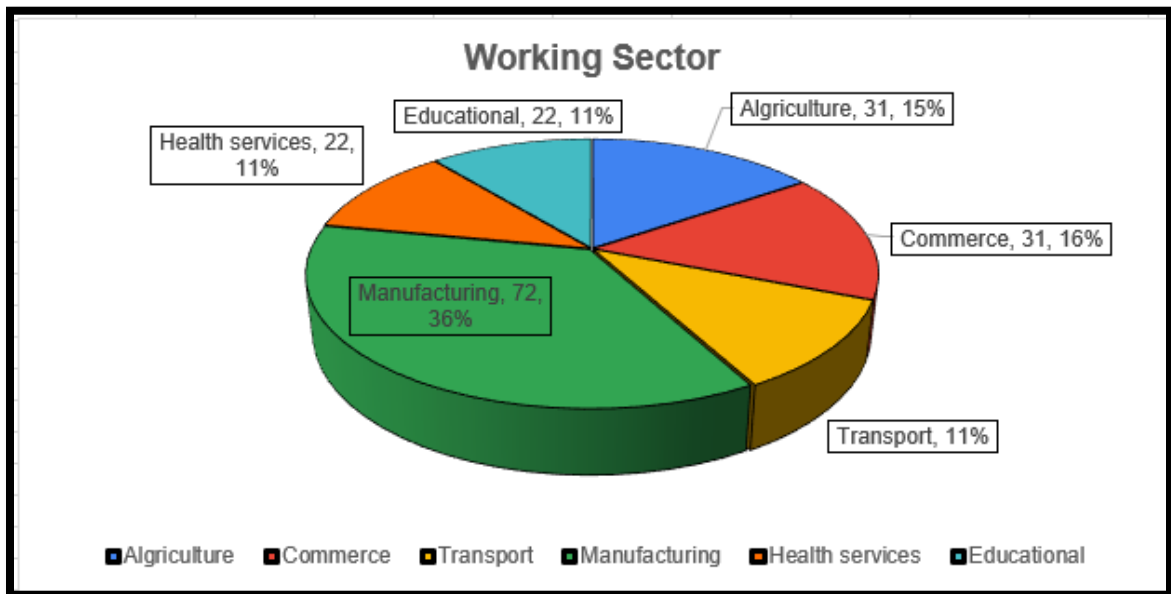
Table 4.7 and Figure 4.7 show the work positions of our respondents. Most of them of 91 (46 %) work as a middle level position. The executive level is followed by 48 (24 %) responses. Senior-level and lower-level responses made up 39 (20%) and 22 (11%), respectively.

Table 4.8: Statistics of respondents working sector

Working sector	Number of Response	Percentage %
Algriculture	31	16%
Commerce	31	16%
Transport	22	11%
Manufacturing	72	36%
Health services	22	11%
Educational	22	11%
Total	200	100%

Source: Created for research

Figure 4.8: Statistics of respondent's working sector



Source: Created for research

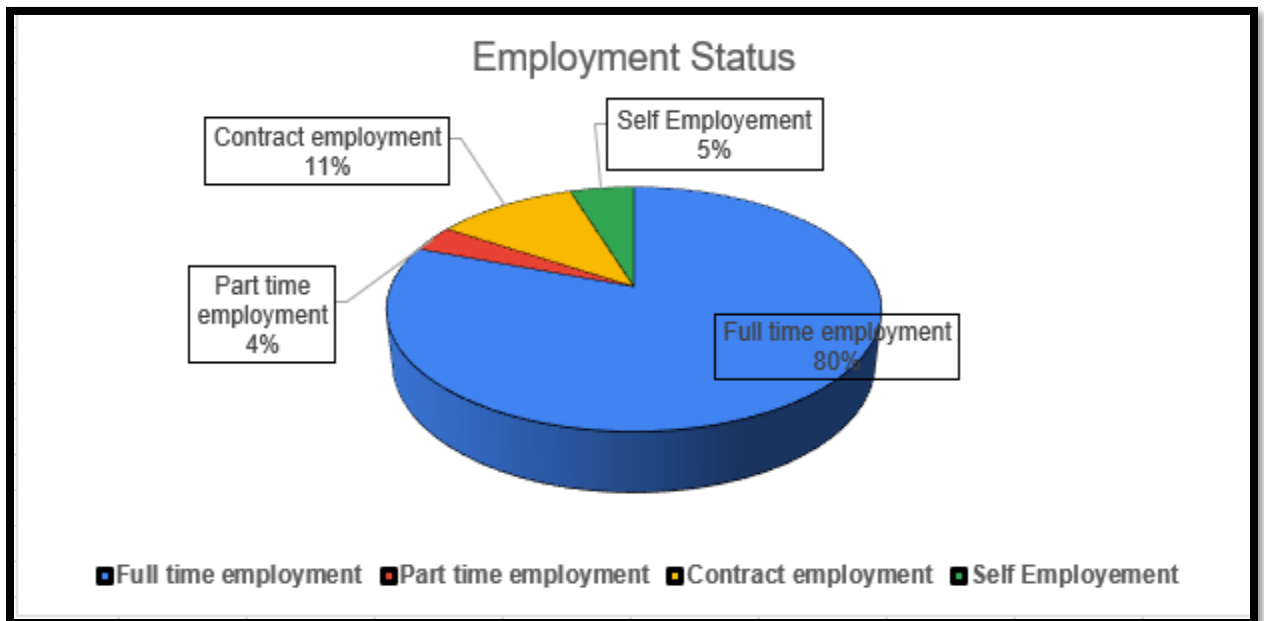
The majority of respondents 72(36%) worked in the manufacturing industry. Commerce came in second with 31 (16%) of the vote. Agriculture has 31 (15%) responders, followed by educational, health care, and transportation with 22 (11%) respondents.

Table 4.9: Statistics of respondent's employment status

Job Position	Number of Response	Percentage %
Full time employment	161	81%
Part time employment	7	4%
Contract employment	22	11%
Self Employment	10	5%
Total	200	100%

Source: Created for research

Figure 4.9: Statistics of respondent's employment status



Source: Created for research

Table 4.9 and Figure 4.9 show the employment status of our respondents. The majority of them are full-time employees, with 161 (80%) of them working full-time. Contract work comes in second with 22 (11%) of respondents. The percentages of those who work for themselves or part-time are 10 (11%) and 7 (4%), respectively.

4.1.2 Central tendencies measurement of constructs

4.1.2.1 Work-Life Balance

Table 4.10: Statistics of Pay and Reward

Statements	N	Mean	Standard Deviation	Ranking (Mean)
My organization provides emergency leave to all employees	200	4.5	0.723	2
My organization provides several facilities such as a cafeteria and games	200	3.79	1.222	3
My organization provides paid maternity leave to all employees.	200	4.55	0.715	1

Source: Created for research

Table 4.10 shows the number of replies, as well as the mean and standard deviation for each work-life balance statement. The statement "My organization provides paid maternity leave to all employees." had the highest average of 4.55 in the table. Only 1% strongly disagree with the statement, while 62.5 % strongly agree. With a mean of 3.79, the lowest mean rating statement is "My organization provides many facilities such as a cafeteria and games." 34.5 percent strongly agree with the statement, while 5.5 % disagree. Furthermore, the statement "My company gives all employees with emergency leave" has the second-highest mean of 4.5. Only 1% of people disagree with the statement, with 58.5 % strongly agreeing.

4.1.2.2 Job stress

Table 4.11: Statistics of Job Stress

Statements	N	Mean	Standard Deviation	Ranking (Mean)
During working, I feel tense and easily irritated.	200	2.85	1.287	3
I am high stressed most of the time because of the nature of my job.	200	3.07	1.341	1
Roles Ambiguity: My roles are unknown	200	2.04	1.14	5
Role's conflict: I work with two or more groups who operate quite differently	200	2.88	1.411	2
Work overload: I have unachievable tasks over deadlines.	200	2.56	1.263	4

Source: Created for research

Among other statements, the statement "I am high stressed most of the time due of the nature of my profession" provided a high mean of 3.07. 16.6 % strongly agree with the statement, while 13.6 % strongly disagree with it.

With a mean of 2.04, the response with the second highest mean, "Roles Ambiguity: My roles are unknown," receives the lowest score. 6 % strongly agree with the statement, while 36.5 % disagree. The second main mean was 2.88 for the statement "Role's conflict: I work with two or more groups who operate substantially differently." "During working, I feel tense and easily irritated." and "Work overload: I have unachievable tasks over deadlines." with 2.85 and 2.56 of mean respectively.

4.1.2.3 Pay and reward

Table 4.12: Statistics of pay and reward

Statements	N	Mean	Standard Deviation	Ranking (Mean)
My current salary meets my expectation.	200	3.54	1.1	2
The company's pay policies are consistent.	200	3.89	1.033	1
I am satisfied with how many raises are determined	200	3.45	1.234	3
I was rewarded enough compared with others.	200	3.42	1.272	5
The reward provided by the company is competitive in the labor market.	200	3.44	1.204	4

Source: Created for research

The most common statement is "The company's pay practices are consistent." with a mean of 3.89. Only 4% of people strongly disagree with the statement, while 28.4% strongly agree. The statement "I was compensated adequately in comparison to others." has the lowest average rating of 3.42. 20.9 % strongly agree and 11.2 % strongly disagree with the statement from the survey. "My current wage matches my expectations." comes in second with a mean of 3.54. With a mean of 1.234 and 1.204, "I am satisfied with how many raises are determined" and "The reward granted by the employer is competitive in the labor market" follow.

4.1.2.4 Job satisfaction

Table 4.13: Statistics of job satisfaction

Statements	N	Mean	Standard Deviation	Ranking (Mean)
My job is usually interesting enough to keep me from getting bored.	200	3.58	1.106	1
I enjoy my work more than my leisure time.	200	3.08	1.258	5
I feel fairly satisfied with my present job	200	3.44	1.208	2
I find real enjoyment in my work.	200	3.3	1.238	4
Most days I am enthusiastic about my work.	200	3.42	1.289	3

Source: Created for research

With a mean of 3.58, the statement "My job is typically interesting enough to keep me from getting bored." is the most popular. Only 3.5 % strongly disagree with the assertion, while 20.6 percent strongly agree. On a scale of one to ten, the statement "I appreciate my work more than my leisure time." has the lowest score of 3.08. 14.5 % strongly agree and 9.5 % strongly disagree with the statement from the survey. With a mean of 3.44, "I feel fairly content with my current employment" is rated second. With a mean of 1.289 and 1.238, "Most days I am excited about my work." and "I find great enjoyment in my profession" came in third and fourth, respectively.

4.1.2.5 Training and development

Table 4.14: Statistics of training and development

Statements	N	Mean	Standard Deviation	Ranking (Mean)
My organization trains employees on skills that prepare them for future jobs and career development.	200	3.88	1.015	1
The outcome of the training is beneficial for my future career.	200	3.82	1.139	2
My organization provides financial assistance and study to all employees	200	3.08	1.354	3

Source: Created for research

My organization develops employees on skills that prepare them for future jobs and career progress," says the statement with the highest mean of 3.88. Only 2% of respondents strongly disagree with the statement, while 29% strongly agree. The statement "My organization provides financial aid and study to all employees" obtains the lowest score on a scale of one to 10. (3.08). 17 % strongly agree with the statement, while 14.5 % strongly disagree. "The training outcome is beneficial for my future job" is ranked second with a mean of 3.82.

4.1.2.6 Job turnover intention

Table 4.15: Statistics of turnover intention

Statements	N	Mean	Standard Deviation	Ranking (Mean)
I considering leaving my current job	200	2.74	1.347	3
If I have a better offer from another company, I will leave my current job	200	3.38	1.413	1
I plan to continue my career at another company	200	2.9	1.428	2

Source: Created for research

The statement has a strong agreement of 25% and a strong disagreement of 16%. The statement "I'm thinking about leaving my current employment" got the lowest score of 2.74 on a scale of one to 10. The statement is supported by 10.5 % of those who strongly agree and 25% of those who strongly disagree. "I intend to continue my career at another business" comes in second with a mean of 3.38.

4.2 Scale measurement

4.2.1 Reliability Analysis

Table 4.16: Reliability Test Outcome for Full Study

No	Constructs	Cronbach's Alpha	Items	Number of respondents
1	Work-life balance	0.60	5	200
2	Job stress	0.81	5	200
3	Pay and reward	0.94	5	200
4	Job satisfaction	0.94	5	200
5	Training and development	0.81	5	200

Source: Created for research

Cronbach's alpha for work-life balance stress is 0.60, which is lower than the other factors. Job stress, on the other hand, continues to show a positive variance.

4.3 Inferential analysis

4.3.1 Pearson correlation coefficient analysis

This section examines the direction and strength of the variables. The significance of the relationship between different variables will be shown using Table 4.17.

Table 4.17: Pearson correlation coefficient

Coefficient Range	Strength of association
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	A small but definite relationship
±0.01 to ±0.20	Slight, almost negligible

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

Table 4.18: The Result of Pearson Correlation Coefficient Analysis

	WLB	JS	PR	JSN	TD	TO
WLB	1					
JS	-0.230**	1				
PR	0.416**	-0.530**	1			
JSN	0.448**	-0.559**	0.777**	1		
TD	0.478**	-0.330**	0.589**	0.551**	1	
TO	-0.369**	0.584**	-0.801**	-0.747**	-0.612**	1

Note: WLB = Work life Balance, JS = Job Stress, PR =Pay and Reward, JSN = Job Satisfaction, TD = Training and development, TO=Turnover Intention

4.3.1.1 Work-life balance and job turnover intention

H1: Work-life balance influences workplace job turnover intention.

The correlation coefficient is -0.369, indicating that the better the work-life balance, the less likely it is that people will change jobs. The correlation coefficient of -0.369 ranges between 0.21 and 0.40, indicating a weak association. This association is essential to the understanding because the p-

value of 0.000 is below the alpha value of 0.05. Accept the hypothesis while dismissing the null hypothesis.

4.3.1.2 Job Stress and job turnover intention

H2: Job stress influences workplace job turnover intentions.

The correlation coefficient value of 0.584 suggests that job turnover intention is lesser when work stress is low. The correlation coefficient value of 0.584 is in the scope of 0.41 to 0.70, indicating a moderately strong relationship. The correlation is significant as the p of 0.000 is much less than 0.05 of the alpha value. Eventually, reject the null accept the alternative hypothesis.

4.3.1.3 Pay and reward and job turnover intention

H3: In the workplace, pay and reward have an effect on job turnover intention.

In Malaysia, the connection between income and reward and the intention to leave an employment is negative, according to Table 4.18. The correlation coefficient is -0.801, indicating that job turnover is lesser when salary and reward are considerable. The correlation coefficient value of -0.801 is within the range of 0.71 to 0.90, indicating a strong link. Because the p-value is 0.000 and the alpha value is 0.05, this correlation is fundamental to the study. At last, acknowledge the alternative hypothesis and reject the null hypothesis.

4.3.1.4 Job satisfaction and job turnover intention

H4: Job Satisfaction affects job turnover intention in the workplace.

The correlation coefficient is -0.747, indicating that when an employee is satisfied, the likeliness of job turnover is low. The correlation coefficient value

of -0.747 is within the range of 0.71 to 0.90, suggesting a strong link. Since the p-value is 0.000 and the alpha value is 0.05, this correlation is critical to the study. Belatedly, acknowledge the alternative hypothesis and reject the null hypothesis.

4.3.1.5 Training and development and job turnover intention

H5: Training and development have an effect on job turnover intentions at work.

With a correlation coefficient of -0.612, it's completely obvious that there's a number of job staff turnover whenever there's a plenty of of training and development. The correlation coefficient value of -0.612 varies in the range of 0.41 to 0.70, indicating a modestly high correlation. Because the p-value is less than 0.05 of the alpha value, the correlation is significant. Accept the hypothesis but reject the null hypothesis.

4.3.2 Multiple Regression Analysis

To explore the connection between IV and DV.

4.3.3 Collinearity Test

Table 4.19: Collinearity Test

Variables	Significant value
Work-life Balance	0.301
Job Stress	0.000
Pay and reward	0.000
Job satisfaction	0.001
Training and development	0.000

Significant if the difference is less than 0. 05, and not if the difference is greater than 0. 05.

4.4 Hypothesis Testing

Table 4.20: Hypothesis Testing

Hypothesis Testing	Value (β)	P	Results
H1: Work-life balance will influence the possibilities of turnover intention	0.046	0.301	Can't accept H ₁
H2: Job stress will influence the possibilities of turnover intention	0.173	0.000	In favor of H ₂
H3: Pay and reward will influence the possibilities of turnover intention	0.443	0.000	In favor of H ₃
H4: Job satisfaction will influence the possibilities of turnover intention	0.219	0.001	In favor of H ₄
H5: Training and development will influence the possibilities of turnover intention	0.195	0.000	In favor of H ₅

*Less than 0.05 accepted

4.5 Conclusion

To begin, demographic data from respondents was examined and summarized in tables and figures. The constructs measurement of a total of 24 questions that are utilized to measure the variables has been reported by the researchers. Internal reliability tests were conducted to determine the dependability of questionnaire statements. Researchers can use Pearson correlation to find out the degree, direction, and significance of a link between variables. Multiple regression was being used by the researchers to evaluate the association between the factors. Chapter five will give a summary and discussion of the findings.

CHAPTER 5:

DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

It consists of descriptive and inferential. The main findings is offered in Chapter 5. The research's implications will include. The limitations of this study will be discussed, as well as potential areas for future research.

5.1 Summarize statistical Analysis

5.1.1 The descriptive analysis

A total of 200 individuals participated in the study. According to Chapter 4 findings, most respondents (57%) are between the ages of 21 and 30. Only 42% were between the ages of 31 and 40, 2% were between ages of 41 and 50, and 1% are between ages of 18 and 21. Malay respondents account for 45 %, followed by Chinese respondents, who contribute for 43 %. Indians make up 12% of the population, while the rest make up 1%. Females are more likely than men to participate in the survey (51% vs. 49%). The majority of those polled

(52%) were single, while 42 % were married. Others are chosen by 6% of respondents for divorced, while widowed is chosen by 1%. Actually, nearly half of the participants (43%) have 1-5 years of work experience, 30% have 6-10 years of professional experience, and 19% have had more than 10 years of work experience. Hardly 9% of respondents have less than one year of work experience. As a result, 50% of the respondents have a bachelor's degree, 21% have an advanced diploma, and 15%, 11%, and 5% of the respondents have Master's, SPM, and doctoral degrees, respectively. Most respondents (46%) work in a middle-level role, while 24% work in executive positions, 20% work in senior-level positions, and 11% work in lower-level positions. The manufacturing industry accounted for the biggest percentage of responders, at 36%. Agriculture and commerce each contributed 16 %, while transportation, health, and education each contributed %. Finally, the majority of respondents (81%) are full-time employees, with contract employees accounting for 11%, and self-employment and part-time employees accounting for 5% and 4%, respectively.

5.1.2 The Inferential Analysis

5.1.2.1 Pearson Correlation Coefficient Analysis

Pay and reward (PR) have by far the most considerable value (-0.801), associated with job satisfaction (JSN) (0.747), training and development (TD) (-0.612), job stress (JS) (0.584), and work-life balance (WLB) (-0.369). The correlation among two independent variables was found to be strong, of coefficient ranging from 0.71 to 0.90 denoting a strong correlation with job turnover intention (TO). Work-life balance is negatively related to turnover intention, and yet job stress and training and development are significantly associated. In fact, four of the five independent variables seem to be heavily related.

5.1.2.2 Multiple Linear Regression Analysis

According to the result obtained, R square does have a value of 0.72. The five independent variables explanation for 72% of the dependent variable (job turnover intention). Both these factors, on either hand, account for 28% of the significance of the dependent variable. So because alpha value is 0.05, the p-value is 0.000. The above implies that there is a strong relationship between pay and reward, job stress, job satisfaction, training & development, and the likeliness of job turnover. Pay and reward (0.443) would have the greatest influence on job turnover intention, followed by job satisfaction (0.219), training and development (0.195), job stress (0.173), and work-life balance (0.173). (0.443). (0.046).

5.2 Discussion of major findings

No	Hypothesis	Result
1	Work-life balance will influence the possibilities of turnover intention.	P=0.301 P>0.05 Can't accept
2	Job stress will influence the possibilities of turnover intention.	P=0.000 P<0.05 Can accept
3	Pay and reward will influence the possibilities of turnover intention.	P=0.000 P<0.05 Can accept

4	Job satisfaction will influence the possibilities of turnover intention.	P=0.001 P<0.05 Can accept
5	Training and development will influence the possibilities of turnover intention.	P=0.000 P<0.05 Can accept

The table above shows the relationship between the dependent variable (Turnover Intention) and the five independent variables (Work-Life Balance, Job Stress, Pay and Reward, Job Satisfaction, and Training and Development). The likelihood of job turnover is influenced by pay and benefits. The study's findings suggest that when pay and benefits are high, job turnover intention is low, with a correlation coefficient of -0.801 indicating that rewards and compensation may reduce turnover intention. As a result, a high reward has a negative effect on low turnover intention, and the p-value is 0.000 lower than the alpha, showing strong evidence against the null hypothesis. The chance of job turnover is influenced by job stress. According to the 0.584 coefficient association value, the more stressful a job is, the more probable it is to be quit. People experience considerable levels of stress when their job expectations exceed their ability to complete tasks with limited resources and time. Furthermore, when people are under stress at work due to job demands and worry that are out of sync with their knowledge, talents, and competencies, their competence is impaired (Pandey, Singh & Pathak, 2019). Stress influences one's health as well as one's emotions. Employees complain that working more than 8 hours a day covers weekends and holidays, leaving them with little time to spend with family and friends. When there is less social contact and more freedom to enjoy life, the likelihood of turnover increases. The likelihood of job turnover is influenced by training and development at work. The -0.612-correlation result confirms the hypothesis that the more training employees receive, the less likely they are to leave their jobs. A solid training programmed boosts not only their new skills, but also their morale, which is crucial for retention. This is an excellent method for reducing employee turnover. Well-trained employees have a higher chance of promotion since they learn and apply new information at the same time. Employee

training, according to Kyndt, Dochy, Michielsens, and Moeyaert (2009), can reduce turnover and build a sense of belonging among employees. As a result, when the alpha value is 0.05, the p-value is 0.000, suggesting strong evidence that the null hypothesis is false. The correlation coefficient is -0.369, indicating that the better the work-life balance, the lower the likelihood of a job move. The correlation coefficient of -0.369 is in the range of 0.21 to 0.40, indicating that the link is weak. The alpha value of 0.05 is greater than the p-value of 0.000. Flexible work hours, for example, were linked to self-reported productivity by Chow and Keng-Howe (2006). According to the association coefficient of 0.747, when work satisfaction is high, job turnover intention is low. The correlation coefficient of -0.747 is within the range of 0.71 to 0.90, indicating that there is a high association. Companies must be concerned about their employees' job satisfaction and engagement to retain such capable employees (Jehanzeb & Bashir, 2013).

5.3 Implications of Study

5.3.1 Theoretical implication study

Employee perceptions and judgments are usefully influenced by turnover intention. The intention to turnover and the actual turnover has a good association.

Herzberg's motivation theory highlights the key causes of high turnover by revealing motivation (performance) and hygiene (poor pay, unpleasant working circumstances). To stop employee unhappiness, bad hygiene elements should be avoided. When they are demotivated and their job performance suffers as a result of the current situation, they get demotivated. "Performance is a function of the relationship between an individual's motivation (pay and reward), ability, and motivation (pay and reward)," Mitchell (1982) stated (empowerment).

5.4 Limitation of the Study

Researchers discovered that a wide selection of constraints can actually affect the trustworthiness and accurateness of the results, particularly when applying the theory. If the study's findings are to be used by scholars or other organizations, compromises must be made.

5.4.1 The sampling location

Due of widespread covid outbreaks, the questionnaires were only distributed online. The reason for this is that the data collected will be insufficient due to the survey's size limitation.

5.4.2 The sampling activity

It was difficult to get complete cooperation from respondents in responding survey questions throughout the investigation. Some of the respondents agreed to participate in the questionnaire distribution, but they took an inordinate amount of time to complete it. Because some of the questionnaires were not returned to the researchers, they were rejected, and the number of samples was lowered. The respondents were hesitant to finish the survey because they were preoccupied with other obligations and did not have time to do so.

5.4.3 Time Constraints

Throughout the study process, the researcher faced time restrictions in order to complete their project. Because the research is completed in a short amount of time, time is most likely the most significant constraint.

5.4.4 Variables

The variables considered for this study could be incorrect. This study is heavily reliant on quantitative data gathered through questionnaires and online surveys.

5.5 The recommendation for future study

Manufacturing, health services, transportation services, commerce, education, and agriculture were the only industries studied in Malaysia. To obtain accurate results, it is essential that the researcher cover noteworthy industries in Malaysia, such as banking and the public sector. Other factors are indicated for future research to further test this research variable. Aside from that, the questionnaire should have a variety of questions kinds. It is suggested that open-ended questions be included in the questionnaire. Respondents were allowed to express their views and ideas in greater depth by using open-ended questions. The researcher will get a clearer picture of the respondents' true feelings. Aside from that, due to a lack of resources, particularly time, researchers can only collect data using the questionnaire approach. Researchers suggested that data be collected using a variety of ways in the future study. Respondents can also be given a more extensive explanation by researchers. In addition, researchers were permitted to ask follow-up questions based on the responses of respondents.

5.6 Conclusion

According to the researchers, all variables have an immediate relationship with the dependent variable. Pay and reward were found to have the greatest percentage reduction. A lack of personal fair treatment in compensation and reward is a frequent source of turnover. Fairness can increase trust of the employees, so although unfair treatment deteriorates employee effectiveness and increase turnover rates. The remainder three independent variables have a significant impact on the outcome as well. The findings urged the decision to quit. A negative work relationship or

atmosphere tends to affect everyone in the organization, suggesting that tend to involve influence turnover intentions. Coworkers, in fact, go out of their way to help employees develop a sense of belonging in the workplace. Intellectual capital is an organization's most important attribute. Therefore, companies are seeking to increase employee retention through training and development. Employees' capacity to achieve future needs and adapt to different environments can be enhanced through ongoing training. SPSS was used to analyze the data gathered in the study. Furthermore, the study's vulnerabilities were recognized, and suggestions were initiated to increase the consistence of the outcomes while avoiding comparable issues in future studies. At last, the intention of this major analysis is to have a clear view of the factors that impact workplace turnover intentions.

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APPENDICES



UNIVERSITI TUNKU ABDUL RAHMAN
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Re: U/SERC/19/2022

10 February 2022

Dr Lee Kwee Fah
Department of Accountancy
Faculty of Accountancy and Management
Universiti Tunku Abdul Rahman
Jalan Sungai Long
Bandar Sungai Long
43000 Kajang, Selangor

Dear Dr Lee,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your research project (Master student's project) and are pleased to inform you that your application has been approved under Expedited Review.

The details of your research project are as follows:

Research Title	Analyzing Turnover Intention Amidst Challenges and Opportunities at the Workplace
Investigator(s)	Dr Lee Kwee Fah Sean Teo Cheng Yew (UTAR Postgraduate Student)
Research Area	Social Sciences
Research Location	Online Study
No of Participants	200 participants (Age: 17 - 60)
Research Costs	Self-funded
Approval Validity	10 February 2022 - 9 February 2023

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research,
- (2) Confidentiality of participants' personal data must be maintained,
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines; and
- (4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

Kampar Campus : Jalan Universiti, Bandar Baru, 31900 Kampar, Perak Darul Ridzuan, Malaysia
Tel: (055) 465 8888 Fax: (055) 466 1212
Sungai Long Campus : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia
Tel: (603) 9086 0288 Fax: (603) 9019 8868
Website: www.utar.edu.my



Should you collect personal data of participants in your study, please have the participants sign the attached Personal Data Protection Statement for your records.

The University wishes you all the best in your research.

Thank you.

Yours sincerely,



Professor Ts Dr Faiz bin Abd Rahman

Chairman

UTAR Scientific and Ethical Review Committee

c.c Dean, Faculty of Accountancy and Management
 Director, Institute of Postgraduate Studies and Research

Appendix B: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN

(Sungai Long Campus)

FACULTY OF ACCOUNTANCY & MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION

FINAL YEAR PROJECT

TOPIC: A STUDY ON THE TURNOVER INTENTION AMIDST CHALLENGING
OPPORTUNITIES AT THE WORKPLACE

SURVEY QUESTIONNAIRE

Dear respondents,

This is academic research in partial fulfillment of the requirement for the Master of Business Administration (MBA) at University Tunku Abdul Rahman. The purpose of the study is to study the turnover intention amidst challenges and opportunities at the workplace. The information in this survey will be used solely for research purposes.

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

SECTION A: PERSONAL BACKGROUND

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

1. Gender

Male

Female

2. Age

17-21

21-30

31-40

41-50

51-60

3. Race

Malay

Chinese

Indian

Others

4. Marital status

Single

Married

Divorced

Widowed

5. Highest Educational level

SPM

Advanced diploma

Bachelor's degree

Master's degree

Doctorate Degree

Other professional studies

6. Tenure in current Job
(Years)

Less than 1 year

1-3 years

3-5 years

5-10 years

More than 10 years

7. Which of the following most matches your job
position.

Lower-level management

Middle-level management

Senior-level management

Executive level

Others

8. Working sector

Agriculture

Commerce

Transport

Manufacturing

Health services

Educational

9. Employment status

Full-time employment

Part-time employment

Contract employment

Self-employment

SECTION B: FACTORS ON JOB TURNOVER INTENTION

General directions

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

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

PART 1: WORK-LIFE BALANCE

		SD	DS	N	A	SA
1	My organization provides emergency leave to all employees.	1	2	3	4	5
2	My organization provides several facilities such as a cafeteria and games.	1	2	3	4	5
3	My organization provides paid maternity leave to all employees.	1	2	3	4	5

PART 2: JOB STRESS

		SD	DS	N	A	SA
1	During working, I feel tense and easily irritated.	1	2	3	4	5
2	I am high stressed most of the time because of the nature of my job.	1	2	3	4	5
3	Roles Ambiguity: My roles are unknown	1	2	3	4	5
4	Role's conflict: I work with two or more groups who operate quite differently	1	2	3	4	5
5	Work overload: I have unachievable task over deadlines.	1	2	3	4	5

PART 3: PAY AND REWARD

		SD	DS	N	A	SA

1	My current salary meets my expectation.	1	2	3	4	5
2	The company's pay policies are consistent.	1	2	3	4	5
3	I am satisfied with how many raises are determined.	1	2	3	4	5
4	I was rewarded enough compared with others.	1	2	3	4	5
5	The reward provided by the company is competitive in the labor market.	1	2	3	4	5

PART 4: JOB SATISFACTION

		SD	DS	N	A	SA
1	My job is usually interesting enough to keep me from getting bored.	1	2	3	4	5
2	I enjoy my work more than my leisure time.	1	2	3	4	5
3	I feel fairly satisfied with my present job.	1	2	3	4	5
4	I find real enjoyment in my work.	1	2	3	4	5
5	Most days I am enthusiastic about my work.	1	2	3	4	5

PART 5: TRAINING AND DEVELOPMENT

		SD	DS	N	A	SA
1	My organization trains employees on skills that prepare them for future jobs and career development.	1	2	3	4	5
2	The outcome of the training is beneficial for my future career.	1	2	3	4	5
3	My organization provides financial assistance and study to all employees.	1	2	3	4	5

SECTION C: JOB TURNOVER INTENTION AT WORKPLACE IN MALAYSIA

		SD	DS	N	A	SA
--	--	-----------	-----------	----------	----------	-----------

1	I considering leaving my current job	1	2	3	4	5
2	If I have a better offer from another company, I will leave my current job	1	2	3	4	5
3	I plan to continue my career at another company.	1	2	3	4	5

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

Appendix C: Descriptive Analyses of Respondents' Demographic

Statistics

	Gender	Age	Race	Marital status	Highest educational Level
N Valid	200	200	200	200	200
N missing	1	1	1	1	1
mean	1.51	2.44	1.71	2.47	2.46
Median	2	2	2	3	2
mode	2	2	2	3	2
Std.Deviation	0.501	0.537	0.727	0.617	1.271
Max	2	4	5	4	5
Min	1	1	1	1	1

Frequency Table

Gender

Gender	frequency	Percent	Cumulative Frequency	Cumulative percentage
Male	98	49%	98	49%
Female	102	51%	200	100%
Total	200	100%		

Age

Age	Frequency	Percent	Cumulative Frequency	Cumulative percentage
18-21	1	0.5%	1	0.5%
21-30	113	56.5%	114	57.0%
31-40	83	41.5%	197	98.5%
41-50	3	1.5%	200	100%
51-60	0	0%		
Total	200	100.0%		

Race

Race	Frequency	Percent	Cumulative Frequency	Cumulative percentage
Chinese	86	43%	86	43%
Malay	89	45%	175	88%
Indian	23	12%	198	99%
Others	2	1%	200	100%
Total	200	100%		

Marital Status

Marital Status	Frequency	Percent	Cumulative Frequency	Cumulative percentage
Single	104	52%	104	52%
Married	83	41.5%	187	93.5%
Divorced	12	6%	199	99.5%
Widowed	1	0.5%	200	100.0%
Total	200	100%		

Highest Educational level

Highest Educational Level	Frequency	Percent	Cumulative Frequency	Cumulative percentage
SPM	22	11.0%	22	11%
Advanced Diploma	41	20.5%	63	31.5%
Bachelor's degree	99	49.5%	162	81.0%
Master's degree	29	14.5%	191	95.5%
Doctorate Degree	9	4.5%	200	100.0%
Other professional studies	0	0%		
Total	200	100%		

Tenure in current Job

Tenure In current Job	Frequency	Percent	Cumulative Frequency	Cumulative percentage
Less than 1 year	17	8.5%	17	8.50%
1-5 years	86	43.0%	103	51.50%
6-10 years	59	29.5%	162	81.00%
More than 10 years	38	19.0%	200	100.00%
Total	200	100%		

Job Position

Job Position	Frequency	Percent	Cumulative Frequency	Cumulative percentage
Lower level	22	11.0%	22	11%
Middle Level	91	45.5%	113	56.5%
Senior Level	39	19.5%	152	76.0%
Executive Level	48	24.0%	200	100.0%
Total	200	100%		

Working Sector

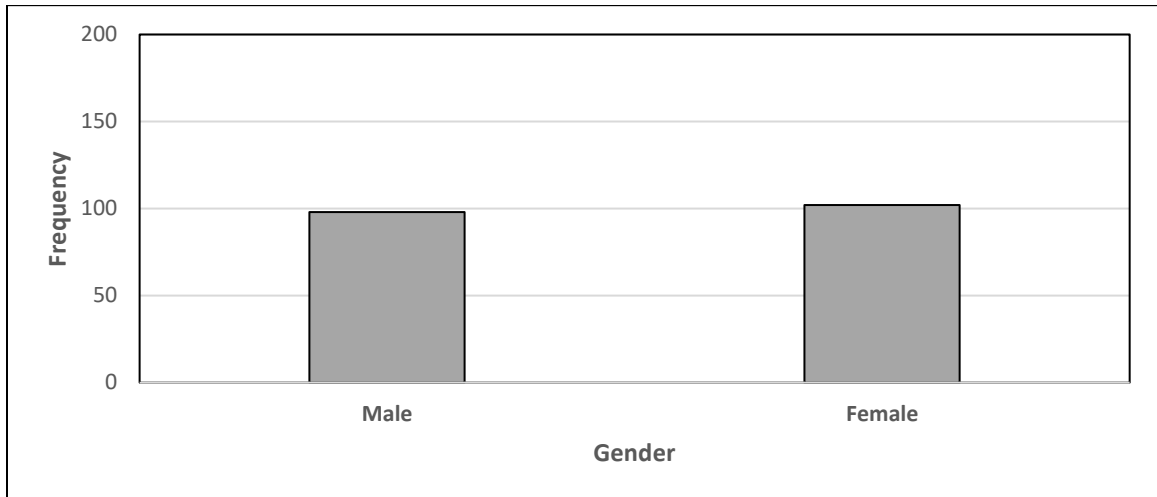
Working Sector	Frequency	Percent	Cumulative Frequency	Cumulative percentage
Agriculture	31	15.5%	31	15.50%
Commerce	31	15.5%	62	31.00%
Transport	22	11.0%	84	42.00%
Manufacturing	72	36.0%	156	78.00%
Health services	22	11.0%	178	89.00%
Educational	22	11.0%	200	100.00%
Total	200	100%		

Employment Status

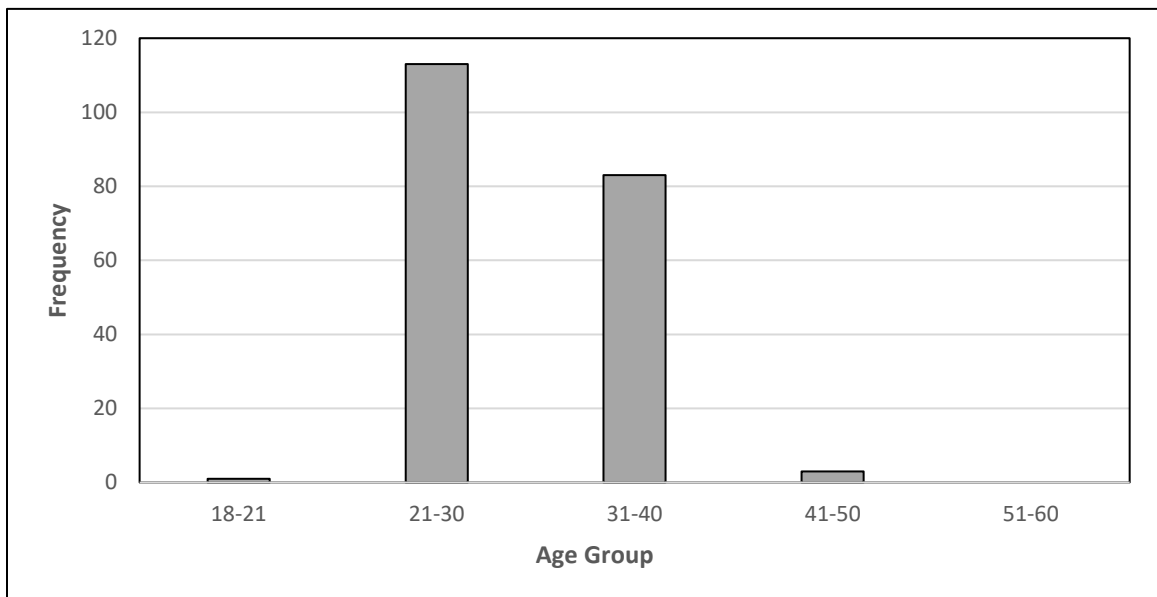
Employment Status	Frequency	Percent	Cumulative Frequency	Cumulative percentage
Full-time employment	161	80.5%	161	80.50%
Part-time employment	7	3.5%	168	84.00%
Contract employment	22	11.0%	190	95.00%
Self-Employment	10	5.0%	200	100.00%
Total	200	100%		

Bar Chart

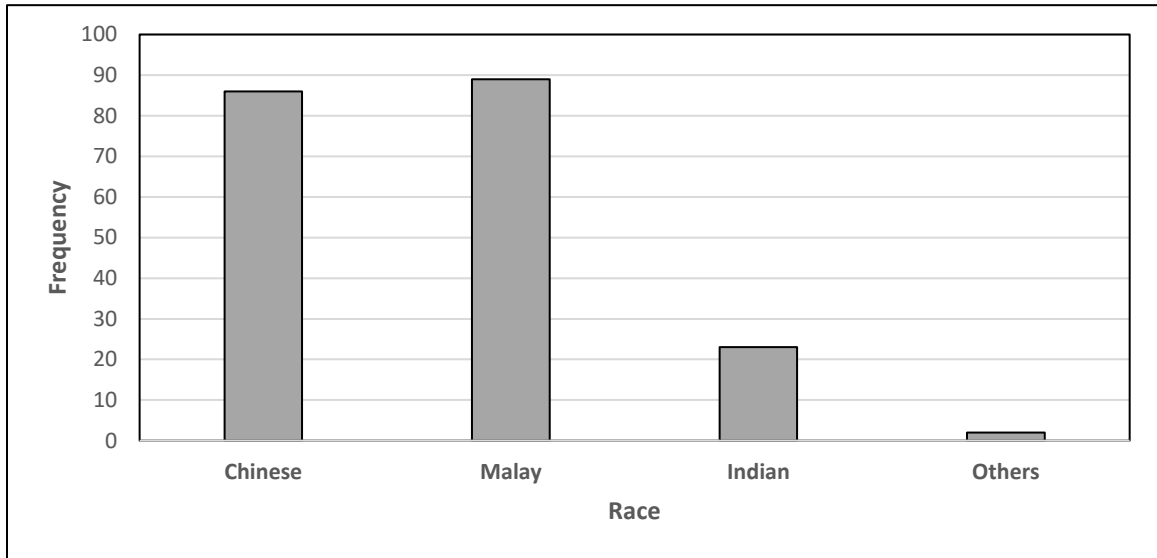
Gender



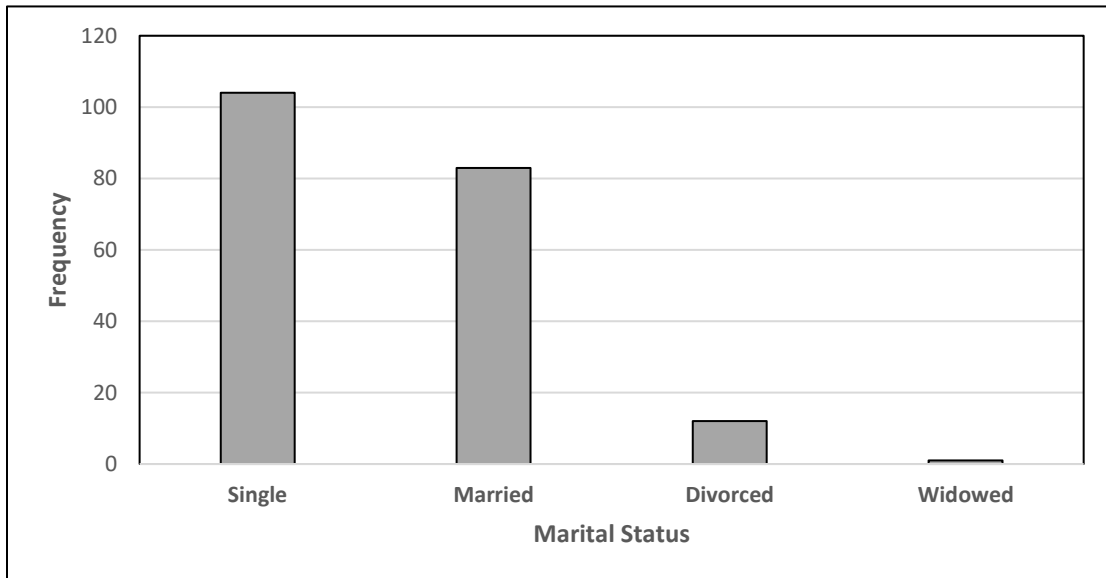
Age Group



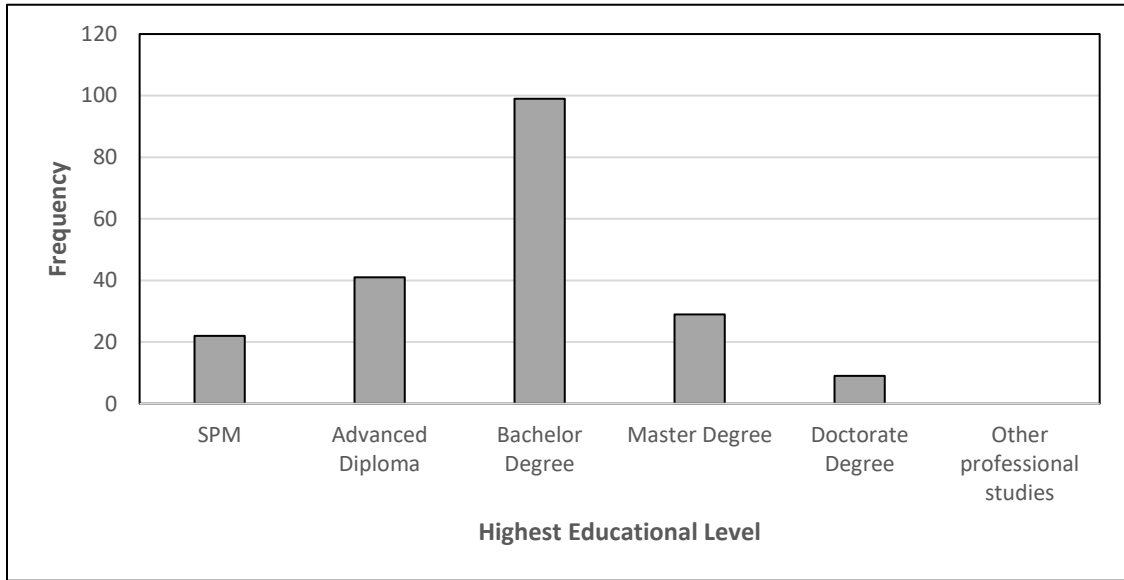
Race Group



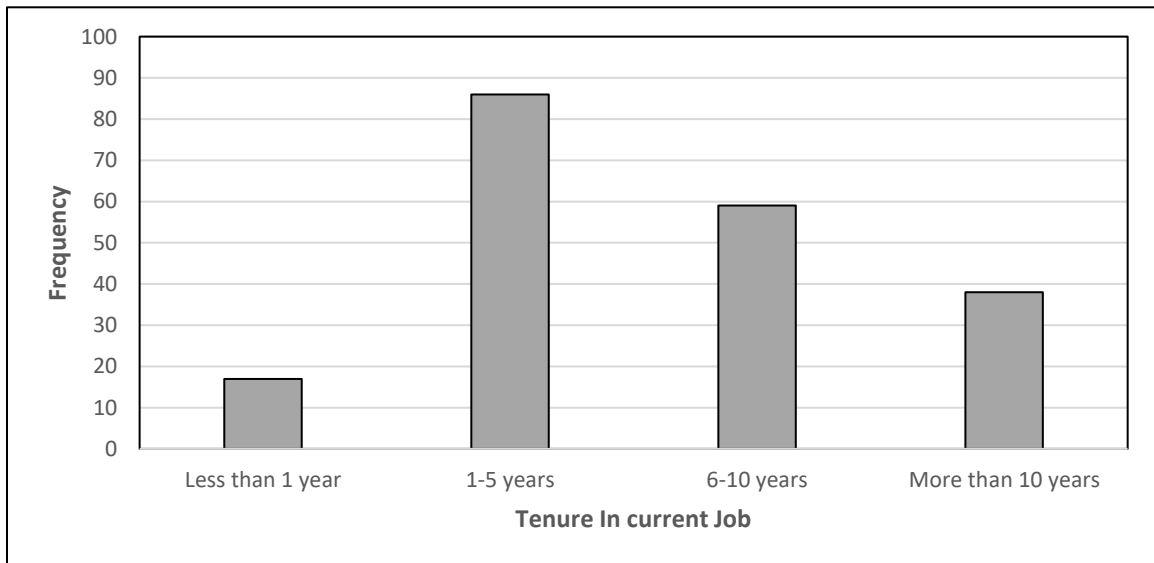
Marital status group



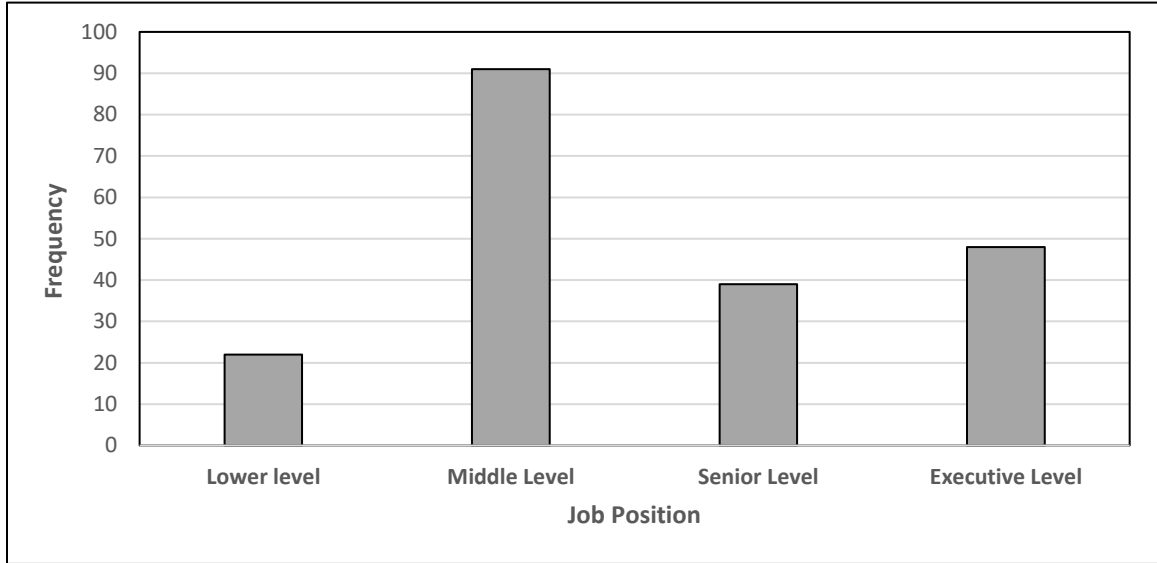
Highest educational Group



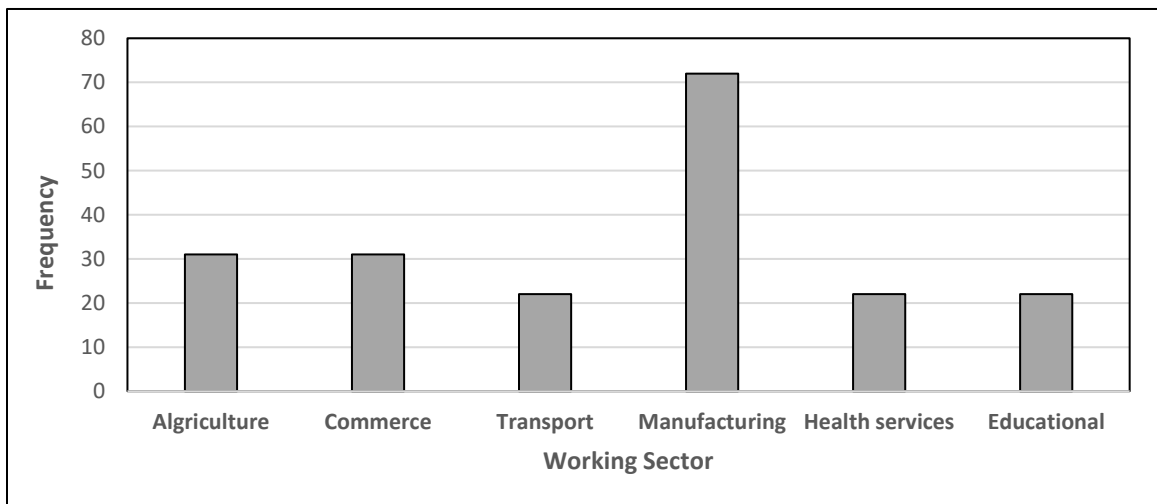
Tenure in current Job Group



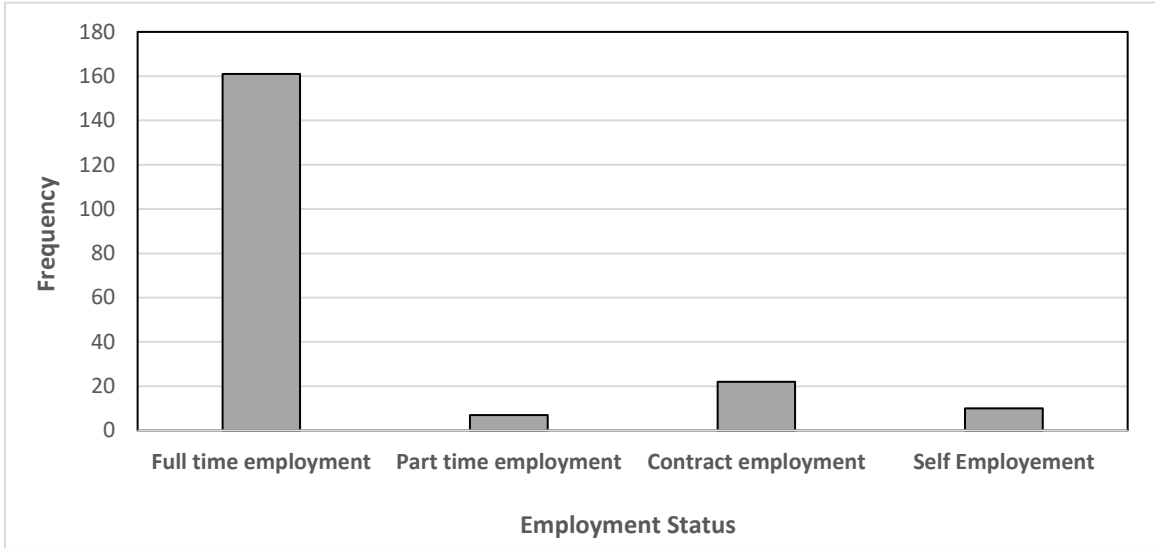
Job Position Group



Working sector group



Employment Status Group



Appendix D: Descriptive Analyses of Work-Life Balance

Statistics

Statements	N	Mean	Std.Deviation	Min	Max
Work-life balance 1	200	4.75	0.723	1	5
Work-life balance 2	200	3.79	1.222	1	5
Work-life balance 3	200	4.55	0.715	1	5

Frequency Table

Work-Life Balance 1

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	2	1	2	1
Disagree	4	2	6	3
Neutral	3	1.5	9	4.5
Agree	74	36.8	83	41.3
Strongly Agree	117	58.2	200	100
Total	200	100		

Work-Life Balance 2

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	11	5.5	11	5.5
Disagree	30	14.9	41	20.4
Neutral	18	9	59	29.4
Agree	72	35.8	131	65.2
Strongly Agree	69	34.3	200	100
Total	200	100		

Work-Life Balance 3

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	2	1	2	1
Disagree	4	2	6	3
Neutral	2	1.0	8	4
Agree	67	33.3	75	37.5
Strongly Agree	125	62.2	200	100
Total	200	100		

Appendix E: Descriptive Analyses of Job Stress

Statistics

Statements	N	Mean	Std.Deviation	Min	Max
Job stress 1	200	2.85	1.287	1	5
Job stress 2	200	3.07	1.341	1	5
Job stress 3	200	2.04	2.00	1	5
Job stress 4	200	2.88	2.50	1	5
Job stress 5	200	2.56	2.00	1	5

Frequency Table

Job stress 1

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	25	12.4	25	12.4
Disagree	81	40.3	106	52.7
Neutral	19	9.5	125	62.2
Agree	49	24.4	174	86.6
Strongly Agree	26	12.9	200	100
Total	200	100		

Job stress 2

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	27	13.4	27	13.4
Disagree	58	28.9	85	42.3
Neutral	22	10.9	107	53.2
Agree	59	29.4	166	82.6
Strongly Agree	33	16.4	199	99
Total	199	99		

Job stress 3

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	73	36.3	73	36.3
Disagree	88	43.8	161	80.1
Neutral	10	5	171	85.1
Agree	17	8.5	188	93.6
Strongly Agree	12	6	200	99.5
Total	200	99.5		

Job stress 4

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	39	19.4	39	19.4
Disagree	60	29.9	99	49.3
Neutral	16	8	115	57.3
Agree	51	25.4	166	82.7
Strongly Agree	32	15.9	198	98.5
Total	198	98.5		

Job stress 5

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	46	22.9	46	22.9
Disagree	70	34.8	116	57.7
Neutral	26	12.9	142	70.6
Agree	43	21.4	185	92
Strongly Agree	15	7.5	200	99.5
Total	200	99.5		

Appendix F: Descriptive Analyses of Pay and Reward

Statistics

Statements	N	Mean	Std.Deviation	Min	Max
Pay and Reward 1	200	3.54	1.100	1	5
Pay and Reward 2	200	3.89	1.033	1	5
Pay and Reward 3	200	3.45	1.234	1	5
Pay and Reward 4	200	3.42	1.272	1	5
Pay and Reward 5	200	3.44	1.204	1	5

Frequency Table

Pay and Reward 1

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	6	3	6	3
Disagree	42	20.9	48	23.9
Neutral	25	12.4	73	36.3
Agree	91	45.3	164	81.6
Strongly Agree	35	17.4	199	99
Total	199	99		

Pay and Reward 2

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	8	4	8	4
Disagree	15	7.5	23	11.5
Neutral	26	12.9	49	24.4
Agree	94	46.8	143	71.2
Strongly Agree	57	28.4	200	99.5
Total	200	99.5		

Pay and Reward 3

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	16	8	16	8
Disagree	34	16.9	50	24.9
Neutral	36	17.9	86	42.8
Agree	68	33.8	154	76.6
Strongly Agree	43	21.4	197	98
Total	197	98		

Pay and Reward 4

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	22	10.9	22	10.9
Disagree	27	13.4	49	24.3
Neutral	35	17.4	84	41.7
Agree	71	35.3	155	77
Strongly Agree	41	20.4	196	97.5
Total	196	97.5		

Pay and Reward 5

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	16	8	16	8
Disagree	31	15.4	47	23.4
Neutral	42	20.9	89	44.3
Agree	70	34.8	159	79.1
Strongly Agree	40	19.9	199	99
Total	199	99		

Appendix G: Descriptive Analyses of Job Satisfaction

Statistics

Statements	N	Mean	Std.Deviation	Min	Max
Job satisfaction 1	200	3.58	1.106	1	5
Job satisfaction 2	200	3.08	1.258	1	5
Job satisfaction 3	200	3.44	1.208	1	5
Job satisfaction 4	200	3.30	1.238	1	5
Job satisfaction 5	200	3.42	1.289	1	5

Frequency Table

Job Satisfaction 1

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	7	3.5	7	3.5
Disagree	35	17.4	42	20.9
Neutral	33	16.4	75	37.3
Agree	83	41.3	158	78.6
Strongly Agree	41	20.4	199	99
Total	199	200		

Job Satisfaction 2

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	19	9.5	19	9.5
Disagree	64	31.8	83	41.3
Neutral	28	13.9	111	55.2
Agree	60	29.9	171	85.1
Strongly Agree	29	14.4	200	99.5
Total	200	99.5		

Job Satisfaction 3

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	16	8	16	8
Disagree	34	16.9	50	24.9
Neutral	33	16.4	83	41.3
Agree	78	38.8	161	80.1
Strongly Agree	38	18.9	199	99
Total	199	99		

Job Satisfaction 4

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	18	9	18	9
Disagree	43	21.4	61	30.4
Neutral	34	16.9	95	47.3
Agree	70	34.8	165	82.1
Strongly Agree	34	16.9	199	99
Total	199	99		

Job Satisfaction 5

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	20	10	20	10
Disagree	32	15.9	52	25.9
Neutral	41	20.4	93	46.3
Agree	58	28.9	151	75.2
Strongly Agree	49	24.4	200	99.5
Total	200	99.5		

Appendix H: Descriptive Analyses of Training and Development

Statistics

Statements	N	Mean	Std.Deviation	Min	Max
Training and Development 1	200	3.88	1.015	1	5
Training and Development 2	200	3.82	1.139	1	5
Training and Development 3	200	3.08	1.354	1	5

Frequency Table

Training and Development 1

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	4	2	4	2
Disagree	22	10.9	26	12.9
Neutral	26	12.9	52	25.8
Agree	90	44.8	142	70.6
Strongly Agree	58	28.9	200	99.5
Total	200	99.5		

Training and Development 2

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	10	5	10	5
Disagree	21	10.4	31	15.4
Neutral	28	13.9	59	29.3
Agree	78	38.8	137	68.1
Strongly Agree	63	31.3	200	99.5
Total	200	99.5		

Training and Development 3

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	29	14.4	29	14.4
Disagree	54	26.9	83	41.3
Neutral	23	11.4	106	52.7
Agree	60	29.9	166	82.6
Strongly Agree	34	16.9	200	99.5
Total	200	99.5		

Appendix I: Descriptive Analyses of Turnover Intention

Statistics

Statements	N	Mean	Std.Deviation	Min	Max
Job turnover Intention 1	200	2.74	1.347	1	5
Job turnover Intention 2	200	3.38	1.413	1	5
Job turnover Intention 3	200	2.9	1.428	1	5

Frequency Table

Turnover Intention 1

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	50	24.9	50	24.9
Disagree	43	21.4	83	46.3
Neutral	38	18.9	121	65.2
Agree	48	23.9	169	89.1
Strongly Agree	21	10.4	200	99.5
Total	200	99.5		

Turnover Intention 2

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	32	15.9	32	15.9
Disagree	29	14.4	61	30.3
Neutral	20	10.0	81	40.3
Agree	69	34.3	150	74.6
Strongly Agree	50	24.9	200	99.5
Total	200	99.5		

Turnover Intention 3

	Frequency	Percent	Cumulative Frequency	Cumulative Percentage
Strongly Disagree	52	25.9	52	25.9
Disagree	29	14.4	81	40.3
Neutral	35	17.4	116	57.7
Agree	55	27.4	171	85.1
Strongly Agree	29	14.4	200	99.5
Total	200	99.5		

Appendix I: Reliability Test Result for Pilot Study

Statements of Work-life balance

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.595	30	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Work-Life balance 1	8.53	2.740	.605	.532	.331
Work-Life Balance 2	8.97	1.551	.348	.156	.818
Work-Life Balance 3	8.37	2.999	.462	.480	.478

Statements of Job Stress

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.679	30	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job Stress 1	8.97	11.482	.732	.751	.504
Job Stress 2	9.07	9.720	.738	.712	.462
Job Stress 3	9.07	18.823	-.188	.091	.883
Job Stress 4	8.73	11.030	.616	.584	.538
Job stress 5	9.50	13.155	.622	.457	.572

Statements of Pay and reward

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.95	30	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Pay and reward 1	14.53	25.775	.933	.939	.928
Pay and reward 2	14.17	31.247	.614	.464	.976
Pay and reward 3	14.70	23.183	.946	.904	.924
Pay and reward 4	14.70	22.631	.940	.932	.926
Pay and reward 5	14.70	24.838	.918	.860	.929

Statements of Job satisfaction

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.944	30	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job satisfaction 1	14.07	29.789	.763	.640	.949
Job satisfaction 2	14.40	24.731	.946	.923	.913
Job satisfaction 3	14.23	25.013	.877	.825	.926
Job satisfaction 4	14.30	25.528	.813	.771	.938
Job satisfaction 5	14.20	23.476	.884	.880	.926

Statements of Training and Development

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.801	30	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Training and Development 1	7.53	5.430	.809	.821	.610
Training and Development 2	7.37	5.137	.716	.801	.662
Training and Development 3	8.23	4.668	.505	.289	.940

Statements of Job Turnover Intention

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.933	30	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Turnover Intention 1	5.47	8.878	0.914	0.899	0.865
Turnover Intention 2	4.53	8.809	0.781	0.612	0.971
Turnover Intention 3	5.33	8.575	0.900	0.894	0.872

Appendix J: Reliability Test Result for Full Study

Statements of Work Life Balance

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.550	200	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Work Life Balance 1	8.34	2.435	0.457	0.281	0.354
Work Life Balance 2	9.05	1.551	0.310	0.098	0.668
Work Life Balance 2	8.29	2.529	0.417	0.262	0.405

Statements of Job Stress

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.809	200	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job Stress 1	10.55	14.901	0.728	0.619	0.731
Job Stress 2	10.33	15.620	0.602	0.560	0.771
Job Stress 3	11.37	18.541	0.401	0.245	0.824
Job Stress 4	10.52	15.588	0.559	0.332	0.786
Job Stress 5	10.85	15.218	0.708	0.504	0.738

Statements of Pay and Reward

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.939	200	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Pay and Reward 1	14.19	18.649	0.873	0.778	0.920
Pay and Reward 2	13.84	20.880	0.656	0.439	0.955
Pay and Reward 3	14.29	17.422	0.891	0.829	0.915
Pay and Reward 4	14.32	17.192	0.885	0.819	0.917
Pay and Reward 5	14.30	17.655	0.891	0.804	0.915

Statements of Job Satisfaction

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.939	200	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job satisfaction 1	13.26	21.336	0.723	0.530	0.943
Job satisfaction 2	13.76	18.989	0.854	0.749	0.921
Job satisfaction 3	13.39	19.607	0.841	0.720	0.923
Job satisfaction 4	13.55	18.973	0.875	0.791	0.917
Job satisfaction 5	13.41	18.539	0.884	0.804	0.915

Statements of Training and Development

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.810	200	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Training and Development 1	6.9	4.718	0.746	0.699	0.673
Training and Development 2	6.96	4.23	0.75	0.707	0.646
Training and Development 3	7.7	4.253	0.529	0.28	0.905

Statements of Job turnover intention

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N	N Of Items
0.929	200	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job turnover Intention1	6.28	7.258	0.868	0.772	0.888
Job turnover Intention2	5.64	7.188	0.817	0.668	0.928
Job turnover Intention3	6.12	6.776	0.882	0.789	0.876

Appendix K: Inferential Analysis

Pearson Correlation Coefficient Analysis

		Correlations					
		WLB	JS	PR	JSN	TD	TON
WLB	Pearson Correlation	1	-.230**	.416**	.448**	.478**	-.369**
	Sig. (2-tailed)		0.001	0.000	0.000	0.000	0.000
	N	200	200	200	200	200	200
JS	Pearson Correlation	-.230**	1	-.530**	-.559**	-.330**	.584**
	Sig. (2-tailed)	0.001		0.000	0.000	0.000	0.000
	N	200	200	200	200	200	200
PR	Pearson Correlation	.416**	-.530**	1	.777**	.589**	-.801**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	200	200	200	200	200	200
JSN	Pearson Correlation	.448**	-.559**	.777**	1	.551**	-.747**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000
	N	200	200	200	200	200	200
TD	Pearson Correlation	.478**	-.330**	.589**	.551**	1	-.612**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000
	N	200	200	200	200	200	200
TON	Pearson Correlation	-.369**	.584**	-.801**	-.747**	-.612**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	200	200	200	200	200	200

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

Multiple Linear Regression Analysis

Variables Entered/Removed^a			
Model	Variables Entered	Variables Removed	Method
1	Pay and reward, Work-life balance, Job stress, Training and Development, Job satisfaction ^b		Enter

a. Dependent Variable: Turnover Intention

b. All requested variables entered.

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850 ^a	0.722	0.715	0.69726
a. Predictors: (Constant), PR, WLB, JS, TD, JSN				
b. Dependent Variable: Turnover Intention				