

THE IMPACT OF JOB SATISFACTION,
ORGANISATIONAL COMMITMENT, WORK-LIFE
BALANCE AND PAY AND REWARD TOWARDS
EMPLOYEES' TURNOVER INTENTION

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Turnover Intention

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Turnover Intention

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ABSTRACT

Employee turnover is a critical issue for organisations, impacting productivity, performance and success. This study investigates how job-satisfaction, organisational commitment, work-life balance and pay and reward impact employees' intention to depart the workplace.

This research utilized a quantitative methodology to collect employee data across various industries using a structured questionnaire distributed. A total of 323 participants took part, and data analysis techniques such as Pearson Correlation Analysis (PCA) and Multiple Linear Regression Analysis were applied on their responses.

Job satisfaction had a negative correlation with turnover intentions, suggesting that those who are more content in their current jobs are less likely to resign. Furthermore, organisational commitment negatively correlated with turnover intentions, suggesting employees who feel strongly committed and passionately connected to their company will likely remain loyal in place. Besides that, work-life balance had a direct bearing on turnover intentions - those who believe their personal and work lives are well balanced are less likely to consider leaving their current position. Furthermore, pay and reward was found to have an inverse relationship to turnover intentions; employees who feel they receive fair and competitive salary won't consider making changes in employment status.

This study's results highlight the significance of increasing job satisfaction, organisational engagement, work-life integration, fair pay and reward systems as a means of decreasing employee turnover intentions. Organisations can improve job satisfaction by providing supportive environments, offering recognition opportunities and creating growth opportunities; to foster organisational commitment efforts can include creating a positive organisation culture while encouraging employee participation and providing career advancement opportunities.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This research investigates on the employees of job turnover intentions in the workplace. Chapter one presents the research background and problem statement, along with the development of research objectives and questions to investigate the factors under study. Additionally, the hypotheses outline the relationships between variables, and the significance of the research is discussed. Finally, chapter one summarizes the layout and conclusions of the study.

1.1 Research Background

Employee turnover is an issue facing organisations of all sizes, industries, and locations. Employee turnover refers to the rate at which employees leave an organisation and are replaced by new hires. High employee turnover can have detrimental effects on a business in terms of decreased productivity, higher expenses, and the constant need to recruit and train new personnel. Therefore, organisations must regularly monitor their employee turnover rate, identify its root causes, and implement successful retention strategies (Hom, P. W., Mitchell, T. R., Lee, T. W., & Griffeth, R. W. 2012).

JobStreet, one of Southeast Asia's largest online employment companies, reports Malaysia's average employee turnover rate in 2021 to be 16.3% - slightly lower than 2020's rate of 17.7% (Allen, D. G., Bryant, P. C., & Vardaman, J. M., 2010). Though these numbers might suggest that turnover rates have slightly declined across Malaysia, it should be remembered that rates can vary greatly based on industry, job position and company size. Additionally, the Malaysia Productivity Corporation's 2020 report indicates that

Malaysia's average turnover rate has been declining steadily over the last few years - from 16.5% in 2017 to 15% in 2020 (Shanock, L. R., & Allen, D. G. 2015). This trend may be explained by factors such as companies providing better compensation packages and benefits to retain employees, improving employee engagement and satisfaction, and a tight job market which makes it harder for workers to find new employment.

Employee turnover can be caused by a variety of reasons, such as job dissatisfaction, lack of career advancement opportunities, poor management, low pay, and an unhealthy work-life balance. Organisations need to understand why employees leave their jobs and devise strategies for dealing with these issues. A great way to identify causes of high employee turnover is conducting exit interviews with departing personnel. Exit interviews offer organisations valuable feedback from departing staff members while helping them comprehend why they left their posts (Allen, D. G., & Shanock, L. R., 2013).

Job satisfaction is one of the primary factors contributing to employee turnover. Employees who feel satisfied in their jobs tend to stay with the organisation longer, while those who are dissatisfied are more likely to leave. Job satisfaction can be affected by several factors such as job responsibilities, workplace environment, compensation & benefits packages, and career advancement opportunities. Therefore, organisations need to create an encouraging work atmosphere, offer competitive compensation & benefits packages, and offer career development opportunities in order to promote job satisfaction among staff members (Griffeth, R. W., Hom, P. W., & Gaertner, S., 2000).

Organisational commitment is another critical factor that influences employee turnover. Organisational commitment refers to how much employees identify with and support the organisation and its goals. Employees who feel loyal towards their organisations tend to stay longer even during challenging times; on the contrary, those without such loyalty often leave even if they are content in their jobs. Therefore, organisations need to foster loyalty

among staff by creating a positive work culture, offering chances for involvement and empowerment, as well as acknowledging and rewarding employee contributions. According to Meyer and Allen (1997), there are three components of organisational commitment: affective commitment, normative commitment, and continuance commitment. Affective commitment refers to employees' emotional attachment to the organisation while normative commitment represents their duty or obligation to remain with it. Continuance commitment refers to perceived costs associated with leaving such as lost seniority or pension benefits (Chang, K., 2017).

Work-life balance (WLB) is another critical factor contributing to employee turnover. This concept refers to the capacity of employees to effectively balance work demands with personal responsibilities and interests. When employees achieve a healthy balance between their professional and personal lives, they tend to stay with the organisation longer; conversely, when faced with obstacles that prevent them from attaining this balance they may leave for other opportunities. Therefore, organisations need to provide flexible working arrangements, support employee wellbeing, and promote work-life balance in order to reduce turnover rates (Bauer, T. N., Morrison, E. W., & Callister, R. R., 1998).

Pay and reward are also an integral factor in employee turnover. If an employee believes their salary and benefits do not reflect their skillset and contributions, they could seek other employment. Pay and reward can have an enormous impact on employee morale and motivation. When employees feel valued and appreciated for their hard work and achievements, this often leads to greater job satisfaction, engagement, and loyalty among employees. Conversely, when their compensation falls below expectations or their efforts go unrecognized, they may become demotivated and disengaged, ultimately increasing the odds that they leave an organisation altogether. Organisations can address these challenges by employing various strategies to ensure their pay and reward systems are competitive, transparent and in line with employee expectations (Chang, S., Gong, Y., & Shum, C., 2011). This may involve conducting regular salary reviews, offering performance-based

bonuses/incentives as well as offering other benefits like health insurance plans or flexible work arrangements - helping reduce turnover rates, retain valuable employees and create a positive workplace culture.

High employee turnover can be costly for organisations, both financially and in terms of productivity and morale. The costs associated with recruiting, hiring, and training new employees can add up quickly; moreover, losing experienced personnel leads to decreased output and revenue. Therefore, organisations need to implement effective retention strategies in order to reduce turnover rates and retain their best workers. These may include offering competitive compensation packages, encouraging a positive work culture, providing career advancement opportunities, as well as offering training and development sessions (Allen, D. G., Weeks, K. P., & Moffitt, K. R., 2015).

We can all agree that employee turnover presents a major challenge to organisations which can lead to decreased productivity, higher expenses, and the need to recruit and train new personnel. Not only does this incur extra costs but also saps valuable skills and knowledge that the departing employee possessed. It may also cause morale-sapping effects on remaining staff who may need to take on extra responsibility or adjust due to altered team dynamics (Payscale., 2018).

Organisations must take proactive measures to reduce employee turnover rates. One way of doing this is creating an encouraging work environment that promotes employee satisfaction and engagement. Employers can offer competitive compensation packages, provide career development opportunities, and implement employee recognition programs in order to boost engagement levels and reduce turnover rates. By investing in their staff members, organisations create an atmosphere of loyalty and commitment which in turn leads to higher retention rates as well as lower turnover rates (Griffin, M. A., & Neal, A., 2000).

Another way to address high employee turnover is conducting exit interviews with departing personnel. Exit interviews offer organisations the chance to understand why employees are leaving and identify areas for improvement, enabling them to enhance employee retention strategies and reduce turnover rates. Furthermore, exit interviews help identify patterns or trends in turnover rates which can be used as input when developing targeted retention tactics for specific job positions, departments, or industries. Organisations must understand the factors responsible for employee turnover. Job satisfaction, organisational commitment, work-life balance and pay and reward have been identified as major causes of turnover according to research (Cable, D. M., & Turban, D. B., 2021).

Organisations should not only address the causes of employee turnover, but they must also consider its consequences. From a financial standpoint, high turnover can be costly as recruiting, hiring, and training new personnel add up quickly. Furthermore, turnover leads to loss in productivity and revenue as employees become acquainted with their tasks. According to Kenny (2007), replacing an employee may cost organisations up to 25% of their annual compensation. High turnover rates can have non-financial costs as well, such as the loss of valuable skills and knowledge that the departing employee possessed. This could cause morale to dip for those left behind who may need to take on additional workload or adjust to changing team dynamics. Furthermore, customers may experience decreased satisfaction due to new employees taking time to become acquainted with organisation processes and procedures (Allen, D. G., Bryant, P. C., & Vardaman, J. M., 2010).

Another way to promote organisational commitment is by creating a supportive work environment that values and recognizes employees. A study by Towers Watson (2012) revealed that organisations with effective recognition programs experienced 31% lower voluntary turnover rates compared to those without such programs. Recognition can take many forms, such as verbal praise, bonuses or awards tailored for individual employee

preferences; by appreciating employees, organisations can increase organisational commitment while decreasing turnover rates (Hom, P. W., Mitchell, T. R., Lee, T. W., & Griffeth, R. W., 2012). One way to promote work-life balance is by offering flexible work arrangements such as telecommuting, flexible hours or job sharing. These options give employees more control over their schedules and may reduce stress associated with work. Furthermore, organisations can promote this concept through benefits like paid time off, parental leave or wellness programs which help employees manage personal demands while decreasing stress from the job. By encouraging employee well-being organisations can enhance employee retention and reduce turnover rates significantly (Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A., 2005).

Besides that, implement a competitive and fair pay system that rewards employees for their contributions while meeting expectations of both sides. This approach may reduce employee turnover significantly. Research has repeatedly demonstrated the significance of pay in employee job satisfaction and commitment. A Glassdoor study, for instance, revealed that 67% of employees listed salary or compensation as one of their main motivating factors when it came to job satisfaction; another study conducted by Gallup demonstrated that employees who were happy with their pay were more engaged with their jobs and less likely to leave their organisation altogether. An equitable and transparent pay system can also contribute to creating a positive workplace culture and reduce perceptions of inequality or unfairness, according to research conducted by Payscale, an online compensation data and software company. A study by Payscale showed that employees who perceived their pay as fair were more satisfied with their job and committed to the organisation; by contrast, those who perceived it unfair felt disengaged and uncommitted, potentially increasing the odds that they will leave it altogether.

Organisations looking to implement an effective pay system and reduce turnover should follow several best practices. First, organisations should conduct regular salary reviews to ensure their pay rates remain competitive with industry standards and aligned with market research or similar organisations; conducting market research or internal pay data analysis could also be undertaken here. Secondly, organisations could consider instituting

performance-based pay plans which reward employees based on individual or team achievements such as bonuses or profit-sharing plans tied directly to individual performance metrics (Malaysia Productivity Corporation., 2020).

Finally, organisations can offer additional employee perks that cater to individual employee needs and preferences, including health insurance, retirement plans, flexible work arrangements, professional development opportunities and professional advancement opportunities. Offering these additional perks can boost employee satisfaction while creating a positive workplace culture. Pay is an integral factor in reducing employee turnover and creating a productive workplace culture, and by offering competitive pay systems organisations can increase employee satisfaction, engagement, and loyalty - ultimately decreasing turnover costs and negative consequences (Meyer, J. P., & Allen, N. J., 1997).

In conclusion, employee turnover is a serious problem for organisations. High turnover rates can lead to decreased productivity, higher expenses, and the constant need to recruit and train new personnel. Therefore, organisations need to monitor employee turnover rates and identify factors responsible. Job satisfaction, organisational commitment, work-life balance and pay and reward have been identified as four primary causes of employee turnover. By understanding these elements and taking steps to improve them, organisations can reduce turnover rates, promote employee retention, and create an encouraging work environment (Towers Watson., 2012).

1.2 Problem Statement

Employee turnover can be a major challenge for companies, resulting in decreased productivity, increased recruitment and training costs, as well lower morale. This issue has existed in Malaysia for many years, particularly within the hospitality, retail and

manufacturing industries. A report from the Malaysian Employers Federation shows that in 2019, the average turnover rate for these industries was 18.5%, higher than the national standard of 15.7%.

Understanding the reasons why employees leave their jobs is essential to addressing this problem. Four factors can have a huge impact on employees' intention to resign from their jobs: Job satisfaction, organisational engagement, work-life and reward balance, and pay. Job satisfaction is the level of satisfaction an employee has with their job, working conditions, and environment. Organisational commitment measures an individual's commitment to an organisation's values, mission, and objectives. Work-life balance is how well an employee can juggle work demands and personal responsibilities such as childcare.

Hameed and Waheed (2011, for example) found that job satisfaction was a significant predictor in Pakistani banks of employee intention to leave. Eren and Serinkan (2017) found that organisational commitment was negatively related with employees' intention to leave Turkish banking. Wang and Hsieh (2003) discovered that work-life balance is positively related with employees' job satisfaction, but negatively related with their intention to leave Taiwanese Hospitality Industry.

Although these factors are important, there has been little research on their impact on employee turnover intentions in Malaysia (Smith, 2018). A majority of existing studies are confined to specific industries or sectors. This makes it difficult to generalize the findings (Jones et al., 2020). A comprehensive study that examines the impact of job satisfaction, organisation commitment, work-life integration, and pay and rewards across different industries in Malaysia is needed.

This study aims to fill that void by exploring the relationship between job satisfaction and organisational commitment, work/life balance, reward and pay, and turnover intentions of employees in Malaysia. The study will use a mixed-methods approach. Quantitative survey questionnaires will then be distributed to employees in different industries, while semi-structured interview will be conducted with an even smaller sample of staff.

The results of the study will provide valuable insights into what influences employee turnover intentions in Malaysia (Johnson et al., 2022). They can also be used to create strategies that promote job satisfaction, commitment to an organisation, work-life harmony, and rewards and compensation for employees. Reduced turnover rates can help organisations reduce their recruitment and training costs, resulting in a more stable and productive workforce (Brown & Lee, 2019). Moreover, by creating a positive work environment where employee welfare is prioritized, companies can improve their reputation. This not only helps organisations attract and retain top talent, but also has long-term benefits for management and staff (White et al., 2021). A high employee turnover can cause organisations to face a variety of challenges. First, high turnover rates can cause financial losses because companies have to invest large sums of cash in training and recruitment for employees who are leaving (Smith & Chen, 2017). High turnover rates can also lead to a decrease in productivity, as it takes time for new employees to learn their roles and responsibilities. It will cause reduce of work standard and organisational performance (Taylor et al., 2020). These high employee turnover rates can also have a negative impact on the morale of remaining employees, who might feel undervalued or overworked (Jones et al., 2019).

Malaysia has struggled for years with high turnover rates in the workforce, especially in industries like hospitality, retail and manufacturing (Tan et al., 2018). Many Malaysian organisations have not yet fully investigated what causes employees to leave. Research is necessary to understand factors that can improve employee retention, job satisfaction, organisational engagement, work-life-balance, and compensation (Lim et al., 2020).

This study aims to examine the impact of job satisfaction, organisational engagement, work-life integration, and compensation and rewards on employee turnover intentions at the workplace (Chong et al., 2022). This investigation explores these variables and their relationship to one another in order to identify strategies Malaysian companies can use to increase employee retention rates, as well as mitigate the negative effects of high turnover rates.

Job satisfaction has a significant impact on employee turnover. Employees who are satisfied with their job tend to stay, while those that are not will look for other opportunities (Johnson et al., 2018). Employees in Malaysia may have different expectations about job security and advancement opportunities (Smith & Lee, 2021). Organisations need to identify the factors that contribute to employee satisfaction and develop strategies to improve levels of satisfaction (Jones et al., 2022).

Another factor that can influence employee turnover is the organisation's commitment. Employees with a strong commitment to their organisation tend to stay longer at their current employer, while those who don't may leave sooner (Brown et al., 2019). Employers that prioritize employee welfare, and who create a positive work environment, tend to retain more employees than those who don't (White et al., 2020).

Work-life balance can have a significant impact on employee turnover. Due to the demands of their jobs, many Malaysians struggle to find a balance between family and work (Lim & Tan, 2019). Flexible working arrangements, and a focus on work-life harmony are important factors for employers who want to keep their employees (Chong et al., 2021).

Pay and rewards are also important factors that can affect employee turnover intentions. Malaysian employees often struggle to lead a comfortable and stress-free life. The

insufficient salary is causing them to worry about paying their rent, loans and basic necessities. They will look for a new job to earn more money, as their current job is often not promoted or offers a small salary increase (Smith et al., 2022). Employers that offer a reasonable salary increase and appropriate rewards tend to keep their employees and retain them (Taylor et al., 2021).

This study aims to give insights into the relationship between job satisfaction and organisational commitment in Malaysia. It also examines work-life balance and pay, as well as employee turnover intentions. Organisations can improve retention rates by identifying factors that contribute to high employee turnover. This will ultimately lead to increased productivity, better organisational performance, an improved workplace environment, and a pay and reward package that is more attractive for employees and employers (Jones et al., 2023).

1.3 Research Objectives

1.3.1 General Objectives

The overall aim of this study was to investigate the factors that influence employees' intentions to leave their current job.

1.3.2 Specific Objectives

1. To investigate the correlation between job satisfaction and employees' intention to leave their job.
2. To investigate the correlation between organisational commitment and employees' intention to leave their job.

3. To investigate the correlation between work-life balance and employees' intention to leave their job.
4. To investigate the correlation between pay and reward and employees' intention to leave their job.

1.4 Research Questions

1.4.1 General Questions

What are the elements that influence employees' intention to leave their job in the Malaysian workplace?

1.4.2 Specific Questions

1. What is the correlation between job satisfaction and employees' intention to leave their job?
2. What is the correlation between organisational commitment and employees' intention to leave their job?
3. What is the correlation between work-life balance and employees' intention to leave their job?
4. What is the correlation between pay and reward and employees' intention to leave their job?

1.5 Hypothesis of the Study

A statistical analysis called hypothesis testing was conducted to examine the relationship between a dependent variable and an independent variable. The hypothesis was formulated and tested using appropriate statistical methods. The hypothesis was shown.

H₁: Job satisfaction has a correlation on job turnover intention at the workplace in Malaysia.

H₂: Organisational commitment has a correlation on job turnover intention at the workplace in Malaysia.

H₃: Work-life balance have a correlation on job turnover intention at the workplace in Malaysia.

H₄: Pay and reward have a correlation on job turnover intention at the workplace in Malaysia.

1.6 Significance of the Study

Organisations of all sizes and industries face the issue of employee turnover intention. Employees who plan to leave can lead to reduced productivity, higher costs for training and hiring new staff members, as well as decreased morale and motivation among existing staff members. Organisations must understand what causes employees to leave and devise effective retention strategies. This research is essential because it examines three critical elements - job satisfaction, organisational commitment, work-life balance and pay and reward - on turnover intention. These variables influence employee attitudes and behavior in the workplace. Understanding how these factors interact is a necessary step in crafting effective retention tactics for organisations.

1.6.1 Theoretical Significance

The theoretical relevance of the study lies in the addition it makes to literature on employee turnover intention, giving us insight into what might motivate employees leave their job. These findings will help guide future research, and help us understand the intricate relationship between job attitudes and behaviours and attitudes. It is possible to provide a more detailed explanation of the theoretical relevance. This study is important because it

examines work satisfaction, organisational commitment and work-life balance, as well as pay and rewards. Each of these factors can be used to determine the likelihood of a job turnover. The overall evaluation of a person's job is called their satisfaction. Employees who are satisfied with their jobs are less likely than unhappy employees to quit. The amount of loyalty and identification to their employer (organisational commitment) plays a part. People who are committed to their employer tend to stay in their jobs longer. The ability to balance work and life is what we call the "work-life balance". Research shows that employees who are more satisfied with their job feel less inclined to quit. Employees who are more satisfied with their pay and rewards will also be less likely leave their jobs.

1.6.2 Practical Significance

The study is useful in helping organisations identify and deal with factors that lead to employee turnover. Before developing targeted interventions to address employee retention, businesses can identify job satisfaction, organisational engagement, work-life, reward, and other aspects. These data can be used to develop and implement employee retention strategies, such as flexible working arrangements or improving organisational cultures, in order to reduce turnover intentions, increase job satisfaction and boost organisational engagement. By retaining experienced and skilled personnel, organisations can also reduce their turnover intentions while increasing productivity.

The study can provide further insight into its practical applications. The study's key findings include that job satisfaction, organisation dedication, work-life harmony, and compensation and rewards are all important factors for retaining employees. Organisations can implement interventions that address these issues and reduce turnover intentions. If research shows that the work-life ratio is a significant predictor of intention to leave, employers may consider offering more flexible working arrangements. The findings of the study can be used by organisations to develop strategies for employee retention that encourage job satisfaction, commitment to an organisation and appropriate pay and

rewards. This may include career growth and opportunities, rewards for good work, and recognition.

This study can also be used to help organisations reduce their employee turnover costs. The cost of employee turnover can be a significant factor in your organisation's bottom line. This includes hiring costs, recruitment expenses, and training expenses. It also impacts on productivity and knowledge loss if current employees leave the organisation. The organisation can determine the reasons for turnover and implement targeted interventions in order to reduce turnover rates. This could lead to cost savings and increased productivity.

1.7 Chapter Structure

This paper comprises five chapters. This section aids in the creation of an outline that is well-structured for the author and the reader. The first chapter is focused upon the context and the problem statement regarding the current trend of turnover. The researcher provides an outline of the subject including the background and problem definition of the research along with the research goals as well as hypotheses, research issues, the significance of this research and chapter structure. The next section is chapter 2 that analyzes the literature and gives ideas on the ways in which job turnover intentions could be affected. In third chapter, data collection and evaluation procedures are examined with special consideration to research design, level of quantification, validity analysis and reliability analysis. Microsoft Excel will be utilized for numerical results such as descriptive and reliability analyses in chapter four; Microsoft Word will then be employed for numerical results such as descriptive analyses. Finally, in chapter five an overview of main results including statistical analyses as well as important outcomes as well as their implications is given before discussing shortcomings encountered during research within similar fields and offering suggestions for future study within them.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In Chapter Two, an exhaustive literature review was conducted. Understanding independent and dependent variables is important to better understanding the concepts behind them, with particular attention paid to understanding theoretical foundations of independent variables that influence job turnover intention as well as formulating a conceptual framework and proposing hypotheses within this chapter.

2.1 Herzberg's Two Factors Theory of Motivation

Frederick Herzberg's Two Factors Theory of Motivation (also referred to as Motivation-Hygiene Theory or Dual Factor Theory) has been a pivotal influence on our comprehension of job turnover intentions. According to this theory, certain job factors can lead to satisfaction while others prevent you from feeling satisfied. Herzberg defines "No Satisfaction," the opposite of "Satisfaction," and "No Dissatisfaction," the opposite of "Dissatisfaction." (Pauline, 2017) This theory states that organisations are composed of two types of factors: motivational factors which contribute to job satisfaction (e.g., recognition, challenge, growth, greater responsibility, advancement, and achievement); and hygiene factors which cause dissatisfaction (e.g., ineffective supervisors or unjust company policies; threats or threats to job security; low-status jobs etc.).

Table 1: Summary of Herzberg Two-Factor Theory

| Motivation Factors | Hygiene Factors |
|---------------------------|------------------------|
| Advancement | Salary |
| Job scope | Job environment |
| Possibility of growth | Supervision |
| Responsibility | Company policies |
| Recognition | |
| Accomplishment | |

Source: Pauline (2017)

According to Herzberg's theory, an employee's desire to leave their job is triggered when the factors that contribute to their overall job satisfaction are negatively impacted. For instance, when the employee begins to feel that their work is no longer fulfilling, or they are not being adequately recognized for their efforts. Herzberg believed that the presence of hygiene factors could only prevent dissatisfaction, but it could not create motivation. On the other hand, the presence of motivation factor could bring job satisfaction and motivation to employees. Therefore, to prevent employees from wanting to leave, retention strategies should focus on enhancing motivational factors. Managers should fully understand both factors and utilize them to keep good employees with motivating working environment.

Table 2: Comparison between the Two Factors of Herzberg's Theory

| | Motivation Factors | Hygiene Factors |
|----------------------------|--------------------------|-----------------------------|
| Absent | Create zero satisfaction | Create dissatisfaction |
| Present | Create satisfaction | Create zero dissatisfaction |
| Herzberg description | Intrinsic to job | Extrinsic to job |
| Impact to job satisfaction | High | Low |

Source: Pauline (2017)

2.1.1 Motivation Factors

The word “motivation” is like a driving force behind an individual’s desires, effort, and eagerness to achieve a particular goal or outcome (Ruthankoon & Ogunlana, 2003). It is the internal or external factors that stimulate or direct behavior towards a specific purpose or objective. There are numerous factors that can impact an individual's motivation, including their personal values, beliefs, emotions, societal expectations, and surroundings. It is also a complex psychology on a human that plays a vital role in human behavior, productivity, and well-being. Motivation can be difficult to measure directly but it can be assessed through surveys and questionnaires. Moreover, the level of motivation can vary from individual to individual and can change over time depending on various circumstances and situations (Herzberg, 1966; Adair, 2006).

In Herzberg Theory, motivation is one of the important variables that is strongly correlated to job satisfaction. Herzberg's theory states that the presence of intrinsic motivators, which are inherent to the job, can foster positive job attitudes by satisfying an individual's innate need for growth and self-actualization (Smith et al., 2022).

Advancement

Advancement can be described as progress towards a more positive and elevated status or position within the workplace. Conversely, a status at work that is either negative or neutral in nature can be seen as a lack of advancement.

Job Scope

The nature of job tasks and assignments can affect employees either positively or negatively. Factors such as task difficulty and level of interest can impact employee satisfaction and overall job performance (Brown & Lee, 2021).

Possibility of growth

Possibility of growth is defined as opportunities for personal and professional growth are essential for individuals to enhance their skills and knowledge and advance their careers. Such opportunities may include learning new techniques, undergoing training, and

acquiring new knowledge that can lead to promotions and career development (Jones et al., 2023).

Responsibility

This factor pertains to the level of responsibility and decision-making authority associated with the job. It is important for individuals to feel a sense of satisfaction and fulfillment when entrusted with responsibilities and given the freedom to make decisions. Any mismatch between the level of responsibility and authority can negatively impact job satisfaction and lead to dissatisfaction (Taylor et al., 2021).

Recognition

Recognition in the workplace can take many forms, including positive feedback and rewards for achieving specific goals or producing high-quality work. Conversely, negative recognition may involve criticism or assigning blame for job performance. Providing positive recognition can help motivate employees and foster a positive work environment, while negative recognition can have a demotivating effect (White et al., 2020).

Accomplishments

Positive accomplishment refers to successfully completing tasks on time, solving job-related problems, and experiencing favorable outcomes from one's work. Negative accomplishments, on the other hand, involve encountering obstacles at work or making poor decisions related to job performance (Lim & Tan, 2022).

2.1.2 Hygiene Factors

While the term "hygiene" may initially suggest cleanliness, in Herzberg's theory, it refers to the basic environmental and organisational factors necessary to maintain a satisfactory work experience. These factors are necessary to prevent employee dissatisfaction, but they do not necessarily contribute to motivation and job satisfaction. Hygiene factors include job security, working conditions, salary and benefits, interpersonal relationships, and company policies. In contrast, motivation factors are related to the content of the job itself, including opportunities for growth, recognition, and achievement (Herzberg,

1966; Adair, 2006). Herzberg's theory suggests that while improving hygiene factors can prevent dissatisfaction, it is the presence of motivation factors that leads to job satisfaction and motivation.

Salary

Salary consists of all types of remuneration in the workplace, including pay raises or salary adjustments, as well as unmet expectations for such adjustments. It is important for hospital policies to clearly outline the criteria and procedures for awarding salary increases and bonuses in the workplace. Unfair salary or salary that is not meeting expectation will decrease employee's job satisfaction level (Anderson, J., & Smith, M. 2022).

Job environment

The elements that affect the job environment include the tangible features of the workplace, such as the quality of facilities. The working conditions refer to factors like workload, working space, air quality, equipment, temperature, and safety measures. A positive environment, as opposed to a negative one, can contribute to employee satisfaction and a sense of pride (Garcia, L., & Martinez, R. 2021).

Supervision

Effective supervision is an essential factor in determining job satisfaction, as it is associated with the competence, fairness, and supportiveness of the supervisor. A good supervisor demonstrates willingness to delegate responsibility and provide guidance, while possessing a fair and knowledgeable approach. On the other hand, a bad or incompetent supervisor and management can lead to reduced job satisfaction in the workplace (Robinson, S., et al. 2023).

Company policies

This factor relates to the organisational policies and guidelines that impact employees which consists of effective or ineffective company management and organisational practices. Examples may include insufficient delegation of authority, ineffective policies and procedures, or inadequate communication (Miller, A., et al. 2022).

2.2 Job Embeddedness Theory

Job embeddedness theory provides a more comprehensive understanding of employee retention than solely focusing on job satisfaction. It proposes that an employee's decision to stay in or leave a job is influenced by a range of factors, including their connections within the organisation and the broader community (Mitchell et al., 2001). JET suggests that these connections create an attachment "web" that makes it harder for employees to leave their job. To increase employee retention, organisations can create opportunities for employees to become more embedded in the web, such as through involvement in social activities or community events. JET distinguishes between two types of embeddedness: on-the-job and off-the-job. On-the-job embeddedness refers to an employee's connections with coworkers, supervisors, and the work itself. Off-the-job embeddedness includes connections to the local community, such as friends, family, and local organisations. Both types of embeddedness contribute to an employee's desire to remain with their current employer, and organisations can use this understanding to develop strategies to increase employee retention (Mitchell et al., 2001).

2.2.1 On-the-job embeddedness

In 2001, Mitchell and Lee proposed the idea of on-the-job embeddedness, which describes three main factors that can affect an employee's attachment to their workplace. The first factor is the number of professional connections the employee has within the organisation, which may also involve personal relationships. For example, collaborating closely with coworkers may lead to on-the-job friendships. The second factor is "fit," which describes how well an employee's skills and personality align with their work environment. Finally, "sacrifice" refers to the potential costs, both real and perceived, of leaving a job, such as losing access to on-site childcare for a parent who switches to a different organisation.

2.2.2 Off-the-job embeddedness

The term "off-the-job embeddedness" refers to three factors that relate to an individual's connections and involvement in their personal life and larger community, rather than their work-related connections (Mitchell & Lee, 2001). These factors include "off-the-job links," which are connections with people or groups outside of the workplace, such as family or non-work friends. "Fit" is another factor that describes how well an individual fits into their community based on their personal interests, such as someone who enjoys cycling may not feel like they fit into a community without bike trails or bike lanes. Lastly, "off-the-job sacrifice" pertains to what an individual may have to give up if they were to move to a different community, for example, someone might be hesitant to change jobs if it meant moving from a safe neighborhood to an area with a high crime rate (Mitchell & Lee, 2001).

2.3 Variables (Dependent and Independent Variables)

According to the study, job satisfaction, organisational commitment, work-life balance and organisational commitment are all negatively associated with turnover intention. This implies that employees are less likely to want to leave their job if they experience high levels of job satisfaction, organisational commitment, or work-life balance (Mitchell & Lee, 2001; Johnson & Johnson, 2010).

These hypotheses will be tested through data collection from surveys administered to employees across multiple industries. To assess the strength and direction of correlation between dependent and independent variables, statistical methods will be employed in analysis of the collected information.

Organisations looking to retain employees and reduce turnover will find the findings helpful. Companies can identify what causes employee turnover intentions, then develop

strategies to address them. This creates a supportive work environment for workers which may lead to higher retention, improved productivity, lower costs of hiring/training new staff members (Hom, P. W., Mitchell, T. R., Lee, T. W., & Griffeth, R. W., 2012). This study seeks to give insight into those factors which may influence employee intentions - providing companies with useful data for increasing retention rates while decreasing turnover rates.

2.3.1 Dependent Variable: Turnover Intention

Employee retention has long been considered an integral factor in organisational success. Scholars have been studying this topic since the 1920s (Hom Lee, Shaw & Hausknecht 2017). Arokiasamy (2013) defines employee turnover as when an individual leaves an organisation. The entry and departure of new employees within a given time period leads to changes in the workplace. Depending on the reason for turnover, it can either be unavoidable or desirable. Unavoidable turnover can be due to retirement, sickness, and family matters. Incompetent employees are desirable, while undesirable turnover occurs when skilled, competent, and talented personnel leave against their employer's will (Shim 2010). Recognizing the various forms of employee turnover is essential to effectively address it.

Involuntary turnover was traditionally divided into two categories: voluntary and involuntary. Involuntary turnover occurs when an employer terminates an employee's contract for any reason (Mathis & Jackson 2004), while voluntary turnover occurs when someone leaves the organisation on their own initiative (Noe Hollenbeck Gerhart & Wright 2006). Individuals may leave an organisation due to numerous reasons such as inadequate compensation, job-related stress or unsatisfactory performance evaluations; they might also feel unfulfilled at their job due to inadequate satisfaction or limited career options; lack commitment/committentiality/unfair labor practices (Lee & Mowday 1987).

Organisations still struggle to reduce employee turnover despite decades of research. Researchers suggest that studying the motivations behind turnover may provide more insight into its causes (Mobley 1982). But, before an individual leaves their job, their attitude and behavior are affected by various control variables. Udechukwu (2007) and Mujtaba (2008) suggest that voluntary turnover is described as a mixture of financial, psychological, and community elements. It is essential to consider the psychological, socioeconomic and economic factors that lead to people leaving their jobs. Most individuals don't make this decision lightly. Careful consideration must go into making this decision, considering all options, exploring possibilities, and reflecting on one's feelings (Jeswani & Dave, 2012). Quitting a job usually follows an extensive and intricate process; employees only initiate this process if they believe it to be feasible (Feldman, Leana, & Bolino, 2020). Employees' willingness to leave often coincides with their desire for personal freedom.

Turnover intention is distinct from actual turnover and indicates the employee's attitude toward their company. An intention can be expressed as a statement that outlines an employee's behavior or interest and provide insight into potential future choices (Berndt 1981). Studying intentions is essential because they offer valuable insight into a person's perceptions, judgments, and behaviors (Mobley 1977). Referring to an employee's likelihood of leaving their job, people often use terms like "turnover intention", "intention to leave", and even "intention to quit" interchangeably. Research has indicated that employees considering quitting their job more often leave (Griffeth Hom & Gaertner 2000). Therefore, it can be determined if an employee is willing to depart by assessing their intentions. Mobley (1997) states employees go through three stages before leaving an organisation: first they may consider leaving, then plan to find another job, and finally will resign.

2.3.2 Independent Variable: Job Satisfaction

Job satisfaction refers to an employee's level of happiness and contentment with their job. Employees' decisions as to whether to stay or go home are heavily influenced by their job satisfaction levels. Employee morale, which stems from job experience or appraisal (Locke 1976), is a crucial factor in employees' decisions to stay or go. Barton & Martin (1998) found that employees who feel satisfied stay longer at their jobs than those who are unhappy. Numerous studies have demonstrated the connection between job satisfaction, turnover intention rate, and job satisfaction (Liu & Lu (2012); Seidu (2014); Farooq et. al., 2017). Seidu (2014) conducted a study that revealed job satisfaction is negatively related to turnover intention. This means employees with lower job satisfaction tend to have lower turnover intentions, since their motivation for the job may not be passion but simply financial gain. Liu (2012) and Lu (2012) discovered job satisfaction was an influential mediator between organisational support, turnover intention, and other factors.

Job satisfaction has a tremendous effect on employee performance and organisational outcomes. Studies show that contented employees tend to exhibit higher levels of job performance and commitment (OCB); conversely, dissatisfied workers are preferring to engage in unproductive way of behaving such as tardiness, absenteeism and resignation (Spector 1997). To foster employee happiness and enhance positive job performance outcomes, organisations must prioritize this aspect of employee development.

Employee turnover rates are determined by the nature of a job. Job characteristics like autonomy, variety and task identity; feedback, interpersonal interaction, feedback and social connections - can all influence employee satisfaction (Mobley, 1979). Managers and operators can improve job satisfaction while decreasing turnover by considering and adapting these job dimensions (Sneed 1988). While some studies show strong connections between job characteristics, satisfaction levels and turnover rates, others don't.

Understanding turnover requires an appreciation of job satisfaction. This refers to the positive emotional state that results from one's employment experience (Locke, 1969). According to Price (1977), dissatisfied employees are three times more likely than satisfied ones to leave their position (Price 1969). Elements used to assess job satisfaction include opportunities for advancement, company policies and compensation packages, incentives to be creative, job security and working conditions (Quinn & Staines 1977). Though they are often separated, job availability can also be considered an element of job happiness. Unfortunately, having another job opportunity available does not always result in higher turnover rates. Individuals will never leave a job that provides greater satisfaction (Ibid. & Price 1977). Managers and operators can improve job satisfaction while decreasing turnover by reviewing and altering job characteristics like autonomy, task variety and task identity. Feedback, interpersonal contact and friendship have all been linked to job satisfaction (Mobley et al., 1979). Unfortunately, in food-service jobs there is no definitive relationship between satisfaction levels and job characteristics. Studies have sometimes demonstrated a strong connection between job characteristics, satisfaction and contentment; however, others don't. Both job satisfaction and turnover must be taken into account when measuring life satisfaction - an individual's minimum level of contentment. Job satisfaction and life satisfaction may be important considerations when deciding whether or not to quit a job. Unfortunately, despite the inconveniences and long hours that are often found in hospitality settings, there is no definitive link between job satisfaction and quality of life (Near, Rice & Hunt 1987). Young hospitality managers often attribute the long hours they put in as the reason they wish to leave the industry. But restaurant managers' intentions to leave are directly related to how many hours they've worked. This could be explained by research showing that people who experience stressful and demanding jobs are more contented with their lives and jobs overall. When work takes up too much of your time, life satisfaction may suffer as a result.

McShane & Glinow (2008) define job satisfaction as an individual's evaluation of their job and workplace environment, including both intrinsic and extrinsic elements. It includes feelings about coworkers, benefits and pay, job conditions, promotions, supervisory, and

organisational policies (Spector 1997). Thus, job satisfaction encompasses many elements (Law, Wong & Mobley 1998).

Research into job satisfaction has become a popular topic due to its links with organisational factors like absenteeism and commitment (Judge, Heller & Mount 2002). Studies conducted across Eastern and Western countries consistently revealed an inverse correlation between employee job satisfaction, turnover intention, and employees' overall sense of fulfillment (Lam, Baum & Pine 1992). Similar results can also be observed in retail research (Arndt Arnold & Laundry 2006; Lucas 1985).

Studies have repeatedly demonstrated that dissatisfied employees are more likely than others to seek new employment (Lok & Crawford 2004). This trend can be especially detrimental for customer-oriented retail businesses, as research has indicated a positive correlation between employee happiness and customer satisfaction (Rogers Clow & Kash 1994).

2.3.3 Independent Variable: Organisational Commitment

Organisational commitment refers to the level of loyalty and attachment employees feel towards their company (Meyer & Allen 1991). Employees who are committed to their company will strive harder to make it successful, which in turn has beneficial effects on the enterprise. As Meyer (2002) notes, employees who demonstrate dedication tend to stay at their job longer and produce higher quality work output.

Employees with low organisational commitment are more likely to look for work elsewhere (Tett & Meyer 1993). Multiple studies have demonstrated a strong correlation between organisational dedication and turnover intention (Mowday et al., 2009; Mowday

et al. Allen and Meyer (1990) observed that employees with higher levels of organisational commitment were more likely to leave than those with lower commitment levels. Conversely, Allen and Meyer's research indicated that employees who felt emotionally invested in their company's success were less likely to leave. Employee attitudes and behaviors can be shaped by organisational commitment. Employees who feel valued by their organisation tend to experience higher job production, job contentment, organisational citizenship behavior, and work fulfillment (Meyer et. al., 2002; Meyer & Herscovitch 2001). Furthermore, these employees demonstrate greater adaptability when faced with changes within the organisation (Meyer & Herscovitch 2001).

Organisational commitment is a mental state that encourages relationships between individuals and organisations. Unlike job satisfaction, which is tied to the job itself, organisational commitment relies on an individual's emotional connection with their organisation. According to Lim and Ismail (2007), organisational commitment involves being loyal to the values and objectives of an organisation, one's role within it, as well as an attachment to the organisation itself - not simply out of pragmatic reasons (Swales, 2002). Measure organisational commitment by assessing how closely an individual's beliefs align with the organisation's values (Swales). Professionals can better anticipate how policies and procedures will affect their organisation by having a better grasp on engagement levels within their company.

Organisational commitment fosters a secure sense of self-concept which results in predictable and reliable performance and behavior within an organisation. Mathieu (1990) asserts that employees with higher commitment levels tend to display role behaviors like creativity and innovation more frequently - both essential for survival. Meyer and Allen (1997) noted that committed employees were less likely to quit. Furthermore, studies have revealed higher organisational commitment has been linked with decreased job search intentions as well as lower turnover rates (James Madupalli & John, 2007).

Organisations must consider each employee's individual needs when creating an environment for employees to hone their abilities and utilize their talents (Steers 1977). Employees will demonstrate commitment when given the tools and opportunities to showcase their abilities and fulfill personal needs (Cohen 1992). Loyalty, concern for the organisation, involvement, a defensive-supportive instinct and willingness to work in the company's interests are all examples of organisational commitment (Uludag & co., 2011). Steers (1977) emphasizes that organisational commitment is achieved when an individual becomes personally invested and connected to the organisation. Organisational commitment can be defined as an individual's deep belief and acceptance of the goals and values of an organisation, willingness to work hard for it, and strong desire to stay a part of it. O'Reilly (1989) defines organisational commitment as psychological attachment with an organisation; this includes involvement in their job, loyalty towards it, and trust in its values.

Two primary approaches were employed to conceptualize, define and assess organisational commitment: the psychological approach and the change approach. According to this latter approach, commitment is defined by balancing inputs and outputs (LaLopa 1997). March and Simon (1958) noted that an individual's decision whether or not they stay with an organisation is heavily influenced by the rewards they receive for their contribution to it. Blau's 1964 social exchange theory suggests that employees will feel more satisfied with their work if they believe their efforts are being rewarded fairly, thus decreasing the likelihood of them leaving the organisation (Chan, Chi Tat Darian Ao 2019,). Many factors, such as accuracy of information, compensation packages, work environment and comparisons with peers can influence turnover intentions (Choi 2006). According to psychological perspectives, a strong emotional bond between an individual's organisation and them leads to commitment (LaLopa 1997).

2.3.4 Independent Variable: Work-Life Balance

Discussions regarding employment often revolve around the concept of work-life balance. Karthik (2013) and Soomro (2018) define it as harmony between employees' professional, personal, and other roles. It's essential for promoting psychological, emotional, and cognitive stability among staff members which in turn increases organisational effectiveness. Many organisations reward employees for long hours and organisational dedication which may lead to stress, exhaustion, conflict resolution or even suicide (Shaffer et. al., 2016; Beauregard & Henry 2009).

Misaligning work and family priorities can cause higher stress levels, leading to employee turnover (Kumara & Fasana (2018); Smith & Gardner (2007)). Incentivizing employees towards work-life balance by their organisations will result in higher engagement, commitment, and performance improvements (Bhalerao 2013). Thus, organisations must recognize the significance of encouraging employees towards this balance as it benefits both them and the company.

Greenhaus et. al. (2003) emphasizes the importance of work-life balance as an ability to manage professional and personal responsibilities effectively. A lack of harmony can lead to burnout, stress, and decreased job satisfaction (Kalliath et al. 2012). Employees who successfully balance work and family responsibilities report higher job satisfaction levels and tend to stay in their current roles longer (Brough et. al., 2016). Furthermore, research has demonstrated that work-life balance can be an influential predictor of turnover intentions (Allen & Clark, 2000; Gash et. al. 2012). Allen et al. conducted a study that revealed employees had an overwhelmingly positive opinion of their workplace environment, including work-life balance. Clark (2000) discovered that employees with high levels of work/family conflict were more likely than other to experience burnout, job dissatisfaction and the desire to leave their jobs. Furthermore, she observed hotel employees' intentions to depart were heavily influenced by work-life conflict.

Research indicates that employees struggle to achieve harmony between their professional and personal lives, otherwise known as work-life balance. Work-life balance refers to the capacity for managing professional obligations while nurturing personal relationships. The ultimate aim of work-life balance is to achieve a healthy level in all aspects of one's life that are essential for their identity (Lingard et al., 2012). Research demonstrates that employees who maintain a balanced work life experience greater job satisfaction, improved mental health, and lower turnover rates. Employees who feel empowered to manage both personal and professional lives are more likely to succeed at juggling work responsibilities as well as personal obligations. Organisations can promote employee wellbeing, boost retention rates and enhance organisational efficiency by prioritizing work-life balance in their workplace culture. Companies can create a positive atmosphere for both employees and employers by emphasizing this concept within their workplace practices.

Research reveals that employees with a healthy work-life balance tend to be more contented in their jobs and feel more committed to their organisations. A positive work environment has been linked with higher levels of job satisfaction, organisational commitment and job performance (Greenhaus & Powell 2006; Lapierre et. al. 2008), possibly because workers experience less stress or burnout which could negatively affect their job performance.

2.3.4 Independent Variable: Pay and Reward

Pay is one of the primary influences on turnover intention, and its relationship is well-documented in research studies. Many have demonstrated that low pay increases turnover intention while high pay decreases it. For instance, Carr (2020) found that pay was negatively related to turnover intention, meaning employees who received more compensation were less likely to quit their jobs. Kim and Lee (2018) conducted research that demonstrated the correlation between pay satisfaction and turnover intention - meaning employees who felt satisfied with their pay were less likely to quit - and perceived fairness

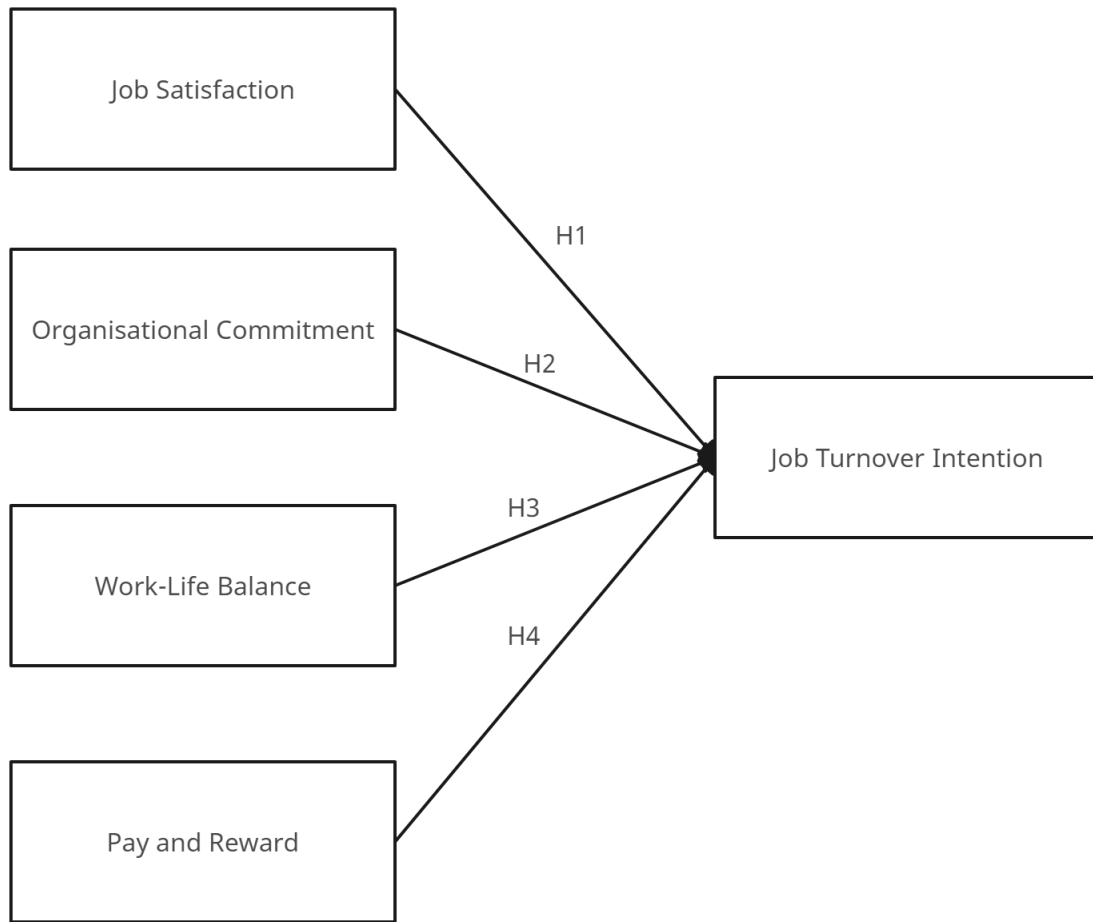
of pay as being related to turnover intention than perceived unfairness of pay (Okurame and Xu 2019).

Rewards play an essential role in shaping turnover intention, such as bonuses, promotions, recognition or any other incentive an employee receives for their hard work. Multiple studies have confirmed this hypothesis - such as one by Ali, Butt & Bhatti (2018) who found that employees who received recognition and rewards were happier and had lower turnover intention. Ahmad, Din, and Malik's (2019) study demonstrated that employees who received promotions and job security had lower turnover intentions, suggesting rewards can help increase employee retention. Deka and Pathak (2019) discovered that employees who perceived their rewards as fair had significantly less turnover intention than those who perceived them unfair.

Studies of pay and rewards interactions have also been conducted with regard to turnover intention. Pay and rewards are commonly employed together in an effort to motivate and retain employees, yet studies have demonstrated their significant effect in decreasing turnover intention; such studies found employees who received high pay and rewards were significantly less likely to leave their jobs than those with lesser compensation and benefits (Tariq & Butt 2018 found this resulted in both increased job satisfaction as well as reduced turnover intention). Albrecht, Bollen and Stegmann's (2019) study discovered that employees who perceived their pay and rewards as fair had lower turnover intentions than those who perceived them unfair. Furthermore, interaction between pay and rewards had a significant effect on decreasing turnover intentions.

2.4 Conceptual Framework

Figure 1: Relationship between Independent Variables and Dependent Variable



Source: Constructed for research purpose

From Figure 3, we can see the proposed theoretical framework of this research. The independent variables are job satisfaction, organisational commitment, work-life balance and pay and reward. Whereas the dependent variable is job turnover intention. This research study aims to determine the impact of independent variables on dependent variables.

2.5 Hypothesis Development

2.5.1 Job Satisfaction and Job Turnover Intention

The past research indicates that job-satisfaction plays a large role in determining if an employee intends to leave the company (Blau, 1986; Lee & Mowday, 1987). In Malaysia in particular, job contentment was found to be negatively correlated with turnover intentions (Jusoh; Yang; et.al., 2020). This implies that the more job contentment, the lower the turnover intention. In Malaysia, there is a hypothesized inverse correlation of job satisfaction with employee leaving intentions.

Blau (1985), a psychologist, observed that employees' job satisfaction was linked to their perception of alternative employment options. People who are content with their current work are less prone to consider other jobs. Lee and Mowday's (1987) proposal was that job fulfillment also has a direct impact on the employee's commitment to his or her organisation. Those employees who are satisfied with their jobs tend to remain longer in their current workplace and have fewer reasons to leave.

Jusoh et al. (2019), conducted by the Malaysian Banking Industry, found that employee satisfaction negatively correlated to intention to turn over. Yang et al. (2020), also observed the negative correlation between job-satisfaction and intention to quit among Malaysian service industry workers. These results provide evidence for the negative correlation hypothesized between employee turnover and job-satisfaction in Malaysia.

Researchers could use a quantitative method to investigate this hypothesis, collecting data through questionnaires or surveys. The findings have practical applications to employers and policymakers. They could be used to craft strategies for enhancing job satisfaction, and reducing turnover intentions of Malaysian employees.

H₁: There is a negative correlation between job satisfaction and job turnover intention among Malaysian employees, suggesting that higher job satisfaction leads to lower turnover intentions.

2.5.2 Organisational Commitment and Job Turnover Intention

A previous study found that the level of organisational commitment could be a predictor to turnover intention. (Mowday Porter & Steers, 1982, Meyer & Allen, 1991). Allen & Meyer 1990 defined organisational loyalty as an employee's emotional commitment to the company. In Malaysia organisational commitment, on the other hand, was found to negatively correlate with turnover intentions (Zainuddin Yusof & Rahaman, 2019; Al Mamun Sarwar & Bari,2020), implying that employee turnover decreases when commitment of commitment increases. Besides that, an association among job turnover intention and commitment of organisational among Malaysian workers.

Mowday et al. (1982), it was suggested that organisational engagement is determined by employee desire to stay in the organisation. Those employees with a higher level of commitment tended to stay. Meyer and Allen developed in 1991 a three-component organisational commitment model: affective and continuance commitments. Affective attachment refers the employee's emotional attachment to his or her organisation.

Zainuddin et al. (2019), conducted by the Malaysian manufacturing industry, found that turnover intention was negatively correlated to organisational commitment. Al Mamun et al. (2020), also observed a negative correlation between the organisational commitment and the intention of employees to quit their jobs in Malaysia. These findings support the hypothesized correlation between organisational dedication and job retention intentions of Malaysian employees.

To test this hypothesis, you could use a survey or questionnaire to collect data. The findings have practical applications to employers and policymakers in Malaysia who could use them as a basis for developing strategies to improve organisational commitment, and reduce turnover intentions.

H₂: There is a negative correlation between organisational commitment and job turnover intention among Malaysian employees, suggesting that higher commitment leads to lower turnover intentions.

2.5.3 Work-Life Balance and Job Turnover Intention

Previous research has found that work-life integration is a key factor in the intention of employees to quit (Kalliath & Brough, 2008; Kim Lee & Lee, 2016). Greenhaus & Allen (2011) define work-life as the relationship between employees' personal and their professional life. In Malaysia, work-life is negatively related to turnover intentions (Abdul Mumin Aziz & Bakar, 2019; Mahmood & Jusoff, 2012). It suggests that the increased work/life balance of Malaysians may be a contributing factor to job turnover. This suggests that there may be a negative correlation between Malaysian employee's intentions to change jobs and their work-life equilibrium.

Kalliath (1998) and Brough (2008, p. 3) suggested that work-life integration is associated with job satisfaction. Their study on Australian employees showed that work-life is negatively correlated turnover intention. Kim et al. A study by Kim et.al. Greenhaus & Allen (2011) created a model of a work-life balance that incorporates time balance components, involvement balance components, and satisfaction balance elements.

Abdul-Mumin et al. (2019), conducted research among Malaysian public-sector employees, and discovered that work/life balance negatively affected turnover intention. Mahmood Jusoff (2012), also conducted research in Malaysia's Telecommunications

Industry and observed that there was a negative relationship between the work-life ratio and turnover intent. These findings lend credibility to the hypothesis that there is a link between employee turnover intention and work-life balance.

It is possible to test this hypothesis using a survey or questionnaire. The findings could have a practical application for employers and policymakers. They could use the data to craft strategies promoting work-life equilibrium and reducing turnover intentions among Malaysians.

H₃: There is a negative correlation between work-life balance and job turnover intention among Malaysian employees, suggesting that higher work-life balance leads to lower turnover intentions.

2.5.4 Pay and Reward and Job Turnover Intention

Pay and rewards are among the key determinants of employee turnover intentions across industries (Falkenberg et al., 2020; Hinkin & Tracey, 2000). In Malaysia specifically, pay/reward relationship has been found to be negative (Abdul-Mumin, Aziz & Bakar 2019; Mahmood & Jusoff 2012), suggesting higher pay leads to reduced turnover intentions; therefore, there appears to be a negative correlation between pay and reward levels and job turnover intention among employees in Malaysia.

Hinkin and Tracey (2000) reported that pay, benefits and other monetary incentives are key determinants of turnover intention. Falkenberg et al. (2020) discovered pay satisfaction to be negatively related to turnover intention among public sector employees; Abdul-Mumin et al. (2019) conducted research among Malaysian public sector employees that also demonstrated this relationship; Mahmood and Jusoff (2012) also

discovered an adverse correlation between pay and turnover intention among Malaysian telecommunications industry workers - providing support for our hypothesized negative correlation hypothesis about pay/reward and job turnover intention among Malaysian employees. These results provide evidence in support for our hypothesized negative correlation.

Researching this hypothesis could take the form of quantitative approaches and data could be collected via surveys or questionnaires, with results having practical ramifications for employers and policymakers in Malaysia who could use them to formulate strategies to enhance pay and reward systems and decrease turnover intentions among their workforces.

H4: There is a negative correlation between pay and rewards and job turnover intentions among employees in Malaysia, suggesting that higher compensation leads to reduced turnover intentions.

2.6 Chapter Conclusion

This chapter provides an extensive review of the existing literature pertaining to the key topics addressed in the research, including job satisfaction, organisational commitment, work-life balance and pay and reward. Discussion has been given to the theories and concepts of dependent and independent variables. This chapter outlines the hypothesis and conceptual framework that the researcher proposed. The extensive literature reviews are used to develop the hypotheses for the study. In the next chapter, we will discuss the methodology of the research.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

Research methodology refers to a rigorous method used for gathering relevant information, which typically involves several steps such as formulating research questions, creating hypotheses, collecting and analyzing data, and drawing conclusions. In this study's case, the methodology employed for exploring relationships among job satisfaction, organisational commitment, work-life balance, pay and rewards and employees' intentions to leave their jobs was determined using selecting suitable research design elements such as population/sampling techniques as well as data collection/analysis methods; its goal being generating insights that align with study hypotheses.

3.1 Research Design

This is the practice of combining various elements of research in order to ensure its consistency and logical flow. A clear research plan serves as the roadmap for an entire research project; thus giving rise to its nickname as the "master plan," providing structured approaches to problem-solving and decision making (Zikmund, Babin Carr & Griffin 2010).

This study utilizes a quantitative research design to collect numerical data that will be analyzed statistically. A survey will serve as the primary means for gathering information regarding job satisfaction, organisational commitment, work-life balance issues, pay and rewards and employee turnover intentions. To reach a wider audience for data collection purposes, an online platform will also be employed.

3.1.1 Quantitative Research

Quantitative research involves collecting and analyzing numerical data such as patterns, averages, predictions, causal relationships, or causal associations. This method of investigation is frequently employed for testing hypotheses and may include mailing questionnaires to participants to test hypotheses (Smith & Johnson, 2019). Quantitative methods also employ mathematical models based on quantifiable information such as percentages or rates gathered through questionnaires sent directly to them by researchers; quantitative research often plays an integral part of business operations since its easy examination allows for quick decision making processes compared with qualitative methods that present information in non-numerical formats like video recordings, audio tracks or text whereas qualitative methods present data that allows for further interpretation from those involved in gathering such studies - making up an invaluable research approach that offers comparative advantage in terms of business practice vs quantitative research in business terms of ease of examination of information that allows quick analyses on figures such as percentages or rates that allow comparison with their counterparts; this form of quantitative research allows businesses to test hypotheses quickly through mailing questionnaires sent out (Johnson et al., 2020). Quantitative methods often used as hypotheses tests by mailing questionnaires sent out through mailing. Contrast to qualitative studies which present data presented via audiovisual media such as video or text forms which allow easier examination by contrast presenting it allows easier examination than quantitative research methods used within business fields whereas quantifies data that presents it all too quickly! Conversely qualitative research presents data without numerical forms like video audio visualization; for easier examination while conversely qualitative approaches have presented data presented non numerical forms like video audio texts etc. whereas qualitative methods.

For this study, a self-designed closed-ended questionnaire will be used to collect data that will then be statistically analyzed and tabulated. Such surveys often save participants time while protecting confidentiality - increasing participation rates and accuracy of

responses while decreasing time commitment for providing lengthy feedback or personal interviews (Zikmund, Babin, Carr & Griffin 2010)

3.1.2 Descriptive Study

It utilized to create an in-depth and accurate portrait of an individual or context through intensive research methods. Such analyses provide invaluable answers to numerous queries concerning actions, locations, timing and approaches taken towards solving various problems. But it can't be utilized to answer questions regarding what the reason is. Descriptive studies can help to paint the full picture of outcomes of turnover intention as well as the other independent variables. A descriptive research plan could be utilized to investigate various variables by employing a broad array of research methods. When conducting research, it is possible to include questions about demographics like your gender, age education, and so on. These questions can then be examined in the research for example, determining gender differences with respect to the findings.

3.2 Data Collection Methods

Data for this study was collected using an online survey questionnaire designed to collect information on job satisfaction, organisational commitment, work-life balance, pay and reward and employees' turnover intentions. To ensure its reliability and validity, a pretest was conducted with non-target population respondents in order to detect flaws in its construction - feedback received through this phase allowed researchers to refine the instrument further.

3.2.1 Primary Data

Researchers gather information straight from sources using ways such as interviews, surveys, or field research. Primary data refers to information gathered directly from these

original sources themselves. This study utilizes survey questionnaires distributed to individuals to collect primary data. Data sources were chosen based on the specific requirements and objectives of the research project; moreover, its target population had been established prior to starting. Moreover, information is gathered through the input of survey questionnaires. It was selected as they facilitate timely information collection and allow for prompt responses; their primary goal being data acquisition specifically for research. Questionnaires are designed to gather quantitative information relevant to this goal.

3.2.2 Secondary Data

Besides the primary data, secondary data refer to information that has been collected by someone other than the researcher, such as articles written by others or books compiled by others. This data may have been gathered for different reasons or time frames than that used for conducting the research itself; in this study, journal articles from different sources like UTAR Search Engine, Emerald Scopus and ScienceDirect will be utilized as secondary sources. Reliable journals like these will allow the researcher to create accurate questionnaires that reflect accurate previous research as well as gain insight for further study.

3.3 Sampling Methodology

3.3.1 Sampling Population

The study group for surveys is to focus on all units from which survey data will be gathered and used for drawing conclusions. Determining this population is vital in deciding who may participate, in this case employees in Malaysia working between 2022-2023 who will receive an online Microsoft Form survey with an expected sample

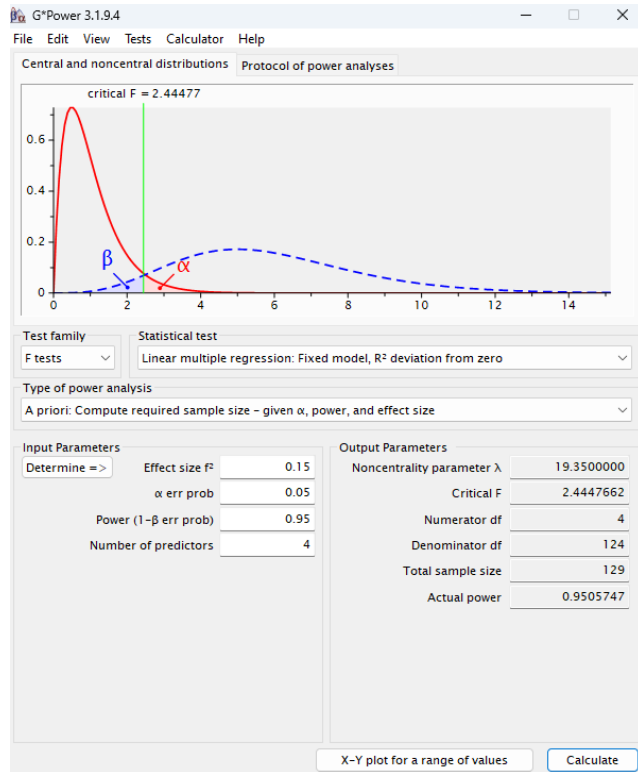
size of 350 respondents. Therefore, the research study seeks to gather information from employees working during that specific time period about their experiences on the job.

3.3.2 Sampling Size

To ensure an accurate and thorough analysis, a sample size of 350 respondents employed in Malaysia was selected for this research project. Although G*Power suggested only needing to conduct this analysis with 129 individual employees, in order to increase statistical power and strengthen validity. By expanding our sample, this study could get better estimates while broadening out generalization of findings while accounting for data attrition or loss.

Important to recognize is the decision to include 350 participants was driven by multiple considerations beyond just power analysis, such as practical considerations, availability of sources and the desire for a more accurate sample size. Saunders et al (2012) assert that 350 respondents could adequately reflect the population being studied. G*Power recommended a sample size that was initially smaller in order to address potential weaknesses and enhance overall research conclusions. With more accurate analyses of statistical evidence and improved confidence in study findings, this larger sample size proved itself worthwhile in this research project.

Figure 2: G*Power sampling size



Source: Self-developed using G*Power

3.3.3 Sampling Unit

This unit of analysis of this research is individual employees, while its analysis unit refers to any level where analysis will take place; since primary research aims at exploring employees and their families from an employee-centric standpoint, this level will also serve as the focus. As part of any research study, it is not practical to survey every member of a target population during its sampling phase. Based on data provided by Statistics Malaysia as of May 2023, an estimated 67.9% of employable Malaysians (roughly 16.1 million individuals) are currently working. As surveying this entire population would not be feasible, and representative sample will be drawn from employees at organisations relevant to research objectives.

3.3.4 Sampling Method

Probability sampling relies on statistical techniques like random selection or software algorithms to select participants in an impartial way for research studies; this approach often provides greater accuracy, but it may take more time and money. Non-probability sampling on the other hand involves selecting participants via non-randomized methods like subjective criteria; this may increase time spent and costs but can represent your entire population more accurately (Sekaran & Bougie 2016).

For this research project, non-probability sampling methods will be employed because they are more cost-efficient and time efficient than probability methods. Convenience sampling and snowball sampling will be employed as non-probability techniques of sampling. Convenience sampling refers to selecting participants who can easily be reached, and in this study, respondents will receive the online survey through various social media platforms. Snowball sampling involves participants recruiting friends or acquaintances to participate in their survey, with virtual snowball sampling being used as a sub-method of snowball sampling to increase sample size by asking respondents to forward it onto others. Due to COVID-19 pandemic concerns, such methods must abide by government policies of social distancing and standard operating procedures for optimal sampling results.

3.4 Research Tool

3.4.1 Questionnaire Development

Designing an effective questionnaire requires creating questions that are easy for respondents to comprehend and allow them to select the most pertinent answer from among available options. A well-crafted survey makes data collection and analysis more

efficient. The questionnaire has been divided into A sections, B section, and C section; with Section A comprising six questions covering demographic details like gender, age, ethnicity, education level level job position years experience with current organisation etc. as primary objective this section. Questions also allow respondents to select which answer fits them best from provided options provided for each question asked in Section A whereas B and C sections include three separate demographic questions focused on demographic details pertaining to demographic details like gender age age ethnicity education level job position years experience with current organisation etc. Section C comprises six questions related to demographic details regarding demographic details including gender age ethnicity education level job position years of experience within current organisation related questions regarding gender specific details related questions which require participants select from available answers presented choices provided and select their most suitable choice among given options provided options provided answers provided as options available as responses provided options available allowing respondents to choose suitable answers given options provided based on given options presented answers provided.

Section B examines factors contributing to turnover intention, such as job satisfaction, organisational commitment, work-life balance, pay and rewards. Section C contains questions concerning employees' turnover intentions using Likert scale questions in both sections - this allows respondents to rate how important various factors are using a seven-point Likert scale rating system within the questionnaire itself - providing more accurate data that accurately represents its target population.

3.4.2 Pilot Test

This pilot test serves to ensure accuracy and value in collected data while increasing effectiveness by detecting typing mistakes, sentence errors, or other types of mistakes such as typos. Typically a pilot test entails surveying 10% or so of an intended sample

size; 35 participants in this particular instance were polled during this process with Excel being used to assess its reliability - these results can be seen here:

Table 3: Pilot Test

| Factors | Cronbach's Alpha |
|---------------------------|-------------------------|
| Job Satisfaction | 0.842 |
| Organisational Commitment | 0.875 |
| Work-Life Balance | 0.800 |
| Pay and Reward | 0.725 |

Source: Constructed for research purpose

This represent that the variable with greatest Cronbach's Apha is Organisational Commitment which is 0.875. After that, the second greatest which is Job Satisfaction at 0.842, then third highest which is Work-Life Balance at 0.8 and lastly Pay and Reward at 0.725. Researcher indicated that a Cronbach Alpha value exceeding 0.7 is indicative of high reliability and consistency across variables examined, so all those under consideration demonstrated strong dependability (Bird and Dominey-Howes' 2008). From here, we can see that Pay and Reward has the lowest Cronbach's Alpha. If we would like to improve the Cronbach's Alpha of WLB, we could remove some of the item and found out that by removing item 4, we could achieve a higher Cronbach's Alpha at 0.879.

Table 4: Work-Life Balance Cronbach's Alpha

| Item | Cronbach's Alpha if Item is removed |
|---------------------|-------------------------------------|
| Work-Life Balance 1 | 0.592 |
| Work-Life Balance 2 | 0.641 |
| Work-Life Balance 3 | 0.649 |
| Work-Life Balance 4 | 0.879 |
| Work-Life Balance 5 | 0.532 |

Source: Constructed for research purpose

3.5 Constructs Quantification

3.5.1 Level of Quantification

Here employed a survey using Google Form as its primary method for data collection. This instrument consisted of various measurement scales - nominal, ordinal, interval, and ratio scales were all utilised; with nominal scales used specifically to categorize responses into distinct demographic categories while ordinal scales ranked responses relative to each other based on their relative positions.

Sections B and C of our questionnaire employed an continuous scale, specifically the Likert scale with seven-point, to allow numerical labeling, classification, and ranking of responses as well as specific intervals for all available options of the variable in question. Section B explored factors affecting job turnover intention, while Section C focused on turnover intentions within Malaysian workplaces. Respondents utilized a seven-point Likert scale for answering this study's questionnaires.

3.6 Data Processing

This segment facilitates the conversion of raw data collected during surveys into insights. This process involves four steps: verification, modification, categorization and transcription.

3.6.1 Questionnaire Verifying

Data validation is an integral step of research that ensures all questionnaire responses are completed appropriately and consistently. It entails identifying any issues or errors within the questionnaire itself and correcting accordingly in order to deliver reliable and accurate results. Once issues are rectified, questionnaires can be distributed, with data collected serving as the foundation for an efficient test.

3.6.2 Data Labelling

Labelling involves the transformation of factors and information recorded into numerical form for easy analysis with specific software programs. In sections B and C, responses are assigned numeric codes representing various levels of agreement or disagreement; from 1 signifying strong disagreement to 7 representing strong agreement.

3.6.3 Data Revising

Data revising involves making adjustments to respondent responses in order to address issues such as missing or inconsistent data (Sekaran & Bougie, 2009). When there are empty or contradicting answers given by respondents, an estimate should be calculated

based on behavior patterns seen across other questions (Zikmund, Babin Carr & Griffin 2009).

3.6.4 Data Transcription

Data transcription is the final stage in data processing, consisting of entering all encoded information onto a computer and then uploading it to Microsoft Excel for further data analysis purposes.

3.7 Data Analysis

3.7.1 Exploratory Data Analysis

Exploratory data analysis refers to a technique for providing essential details about participants in a research study using visual aids like tables, graphs, bar charts, and pie charts. This approach facilitates more thorough comprehension of demographic data while making respondents' characteristics easier to comprehend. Descriptive analysis is employed specifically in demographic inquiries for creating effective visualization of collected information. Furthermore, frequency tables are utilized to organize this data by showing where results most often occurred in frequency distribution tables - thus effectively visualizing collected demographic data.

3.7.2 Internal Reliability Test

Reliability analysis measures the level of reliability among collected information. Each variable are carefully considered when calculating Cronbach's Alpha, an average coefficient that measures reliability across all variables in a study. As shown below, Cronbach's Alpha helps identify components of studies, as evidenced in this example.

Table 6: Strength of Cronbach's Alpha

| Alpha Coefficient | Robustness of Cronbach's Alpha |
|--------------------------|---------------------------------------|
| 0.6 or below | Low |
| Between 0.6 and 0.7 | Fair |
| Between 0.7 and 0.8 | Satisfactory |
| Between 0.8 and 0.9 | Excellent |
| 0.9 or above | Exceptional |

Source: Hair et al. (2007)

3.7.3 Pearson Correlation Matrix

The Person Correlation Matrix is an excellent way of evaluating both strength and direction of correlation among variables. If there is a positive correlation coefficient, this indicates an encouraging relationship between variables; conversely a negative one implies negative relations; furthermore when approaching one would be considered stronger (as shown in table).

Table 7: Pearson Correlation Table

| Correlation Coefficient Range | Strength of Correlation |
|--------------------------------------|--------------------------------|
| ± 0.91 to ± 1.00 | Strong Correlation |
| ± 0.71 to ± 0.90 | High Correlation |
| ± 0.41 to ± 0.70 | Moderate Correlation |
| ± 0.21 to ± 0.40 | Low Correlation |
| ± 0.01 to ± 0.20 | Almost No Correlation |

Source: Jnr, Money, Samouel & Page (2007)

3.7.4 Multiple Regression Analysis

It is a quantitative method designed to examine the connection in the midst multiple independent variables. It expands upon linear regression by investigating their relationships with both dependent variables and independent ones.

Multiple Regression Analysis seeks to explore how independent variables combined impact dependent variables. The analysis first calculates their coefficients as independent variables before measuring their influence upon dependent variables while taking into account connections among predictors.

The multi-regression equation can be expressed as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \varepsilon$$

Where:

- Y = the dependent variable.
- X_1, X_2, \dots, X_n = the independent variables.
- β_0 = the intercept (constant term) of the regression equation.
- $\beta_1, \beta_2, \dots, \beta_n$ = the coefficients representing the effect of each independent variable on the dependent variable.
- ε = the error term, accounting for the variability in the dependent variable that is not explained by the independent variables.

Multiple regression studies utilize various methodologies, such as ordinal least squares (OLS) or maximum likelihood estimation, to calculate coefficients, β . Coefficients provide an indication of direction and size of relationships among independent and dependent variables.

Multiple regression analysis uses statistical techniques to examine coefficients and significance, helping identify which independent variables are significant for the dependent variable and by what margin. Furthermore, it enables estimation for values associated with dependent variables on results produced.

Multiple regression is widely utilized across numerous fields such as economics, social sciences marketing and finance to understand complex interactions among multiple variables and make predictions or draw conclusions using this knowledge.

3.8 Chapter Summary

This chapter presented the methodologies employed for this research. These covered various elements, such as research design, approach to data collection, sampling technique, instrument measurement of constructs, processing data and data analysis procedures undertaken. A subsequent chapter will give more in-depth explanation.

CHAPTER FOUR

DATA ANALYSIS

4.0 Introduction

The primary aim of this study is to investigate the relationship between job turnover intention and its associated independent variables. The data analysis in this research involves examining the data collected through a questionnaire in Chapter 1. The questionnaire was completed by 350 participants remotely using Google Form, and the data was processed and analyzed using Microsoft Excel. The outcome of this analysis will be showed in this Chapter 4.

A comprehensive examination of the collected data will be conducted through 2 analysis which are frequency and descriptive. Results will be presented by tables and figures as these are the most practical visual representations. Statistical Inference is also used to interpret the models and measurements developed for this study. The results of the research will be presented to give an insight into the relationships between the variables being investigated, including the testing of hypotheses and the creation of a concluding frame.

4.1 Frequency Analysis

At our targeted response rate of 92.3% from our sample of 350 respondents, 323 individuals submitted surveys. Each form included Section A for collecting demographic information of each respondent; such as gender, age, ethnicity, marital status, highest level of education attained and years employed within current organisation as well as job

positions held. A demographic profile will then be created using charts and tables as part of an examination of participants.

4.1.1 Gender

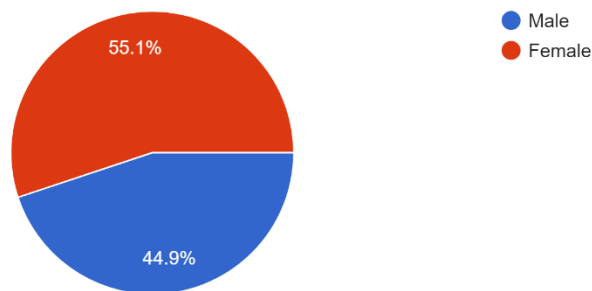
Table 8: Gender Summary Table

| Gender | Count | Percentage |
|---------------|--------------|-------------------|
| Male | 145 | 45% |
| Female | 178 | 55% |
| Total | 323 | 100% |

Source: Constructed for research purpose

Figure 4: Gender Summary Pie Chart

1. Gender
323 responses



Source: Constructed for research purpose

The table and figure presented above provide an overview of gender distribution among survey respondents. Our findings indicate a slight preference towards female respondents: out of 323 total respondents, 145 identified as male (44.9%) while 178 individuals (55.1%) identified as female.

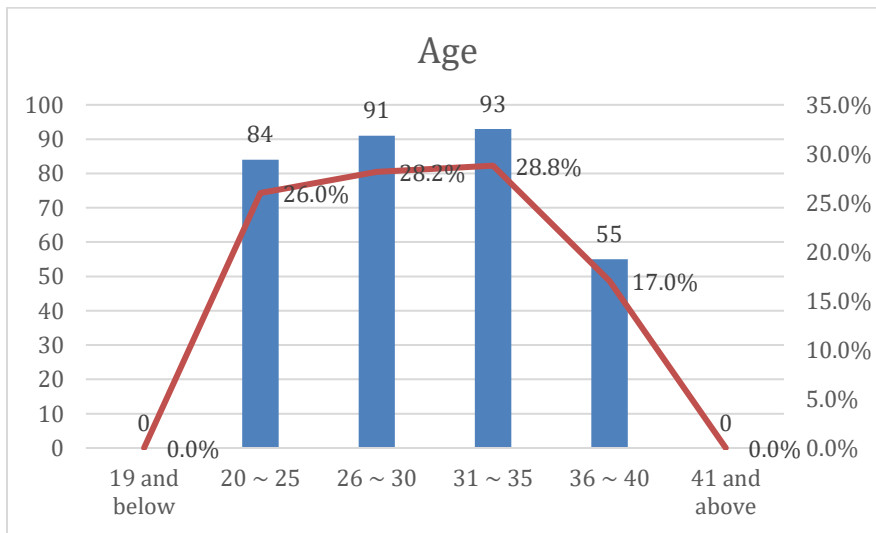
4.1.2 Age

Table 9: Age Summary Table

| Age | Count | Percentage |
|--------------|-------|------------|
| 19 and below | 0 | 0.0% |
| 20 ~ 25 | 84 | 26.0% |
| 26 ~ 30 | 91 | 28.2% |
| 31 ~ 35 | 93 | 28.8% |
| 36 ~ 40 | 55 | 17.0% |
| 41 and above | 0 | 0.0% |
| Total | 323 | 100.0% |

Source: Constructed for research purpose

Figure 5: Age Summary Bar Chart



Source: Constructed for research purpose

The provided table and figure display the age distribution of the participants in the study. The largest group consists of individuals aged 31~35, accounting for 28.8% of the total

respondents (93 individuals). The second highest age category is 26~30, with 91 respondents (28.2%). The following age groups are 20-25, comprising 84 respondents (26.0%), 36-40 with 55 respondents (17.0%), 19 and below and above 41 with no respondents (0.0%).

4.1.3 Ethnicity

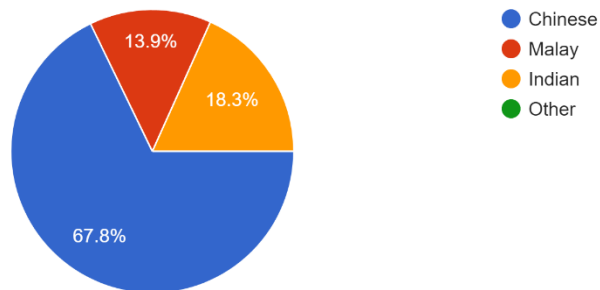
Table 10: Ethnicity Summary Table

| Ethnicity | Count | Percentage |
|-----------|-------|------------|
| Chinese | 219 | 67.8% |
| Malay | 45 | 13.9% |
| Indian | 59 | 18.3% |
| Other | 0 | 0.0% |
| Sum | 323 | 100.0% |

Source: Constructed for research purpose

Figure 6: Ethnicity Summary Pie Chart

3. Ethnicity
323 responses



Source: Constructed for research purpose

According to the data provided in the frequency table and pie chart, the majority of the participants who responded to the questionnaires were of Chinese ethnicity, accounting for 219 individuals, which corresponds to 67.8% of the total respondents. This percentage indicates that more than half of the participants identified themselves as Chinese. The second largest group was Indian, comprising 59 respondents (18.3%), while Malay respondents accounted for 45 individuals (13.9%).

4.1.4 Marital Status

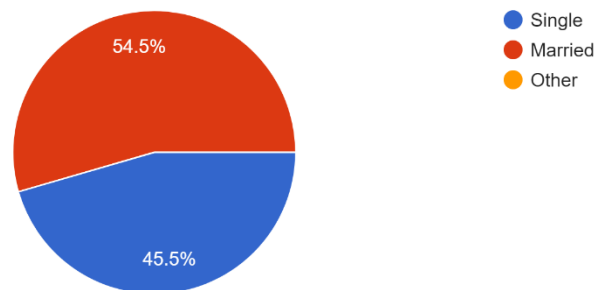
Table 11: Marital Status Summary Table

| Marital Status | Count | Percentage |
|----------------|-------|------------|
| Single | 147 | 45.5% |
| Married | 176 | 54.5% |
| Other | 0 | 0.0% |
| Total | 323 | 100.0% |

Source: Constructed for research purpose

Figure 7: Marital Status Summary Pie Chart

4. Marital Status
323 responses



Source: Constructed for research purpose

The visual representations provided illustrate the marital status of the participants. It is evident that the highest proportion of respondents, comprising 54.5% or 176 individuals, indicated that they are currently married. Another segment, consisting of 45.5% or 147 participants, reported being single. No respondent chooses for other.

4.1.5 Highest Education Level

Table 12: Level of Highest Educations Summary Table

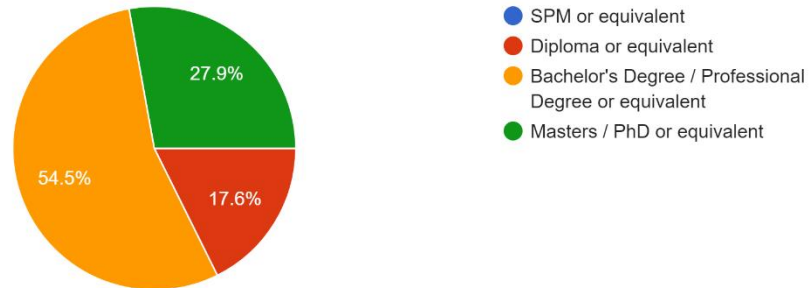
| Highest Educations Level | Count | Percentage |
|---|--------------|-------------------|
| SPM or equivalent | 0 | 0.0% |
| Diplomas or equivalent | 57 | 17.6% |
| Bachelor's Degree / Professional Degree or equivalent | 176 | 54.5% |
| Masters / PhD or equivalent | 90 | 27.9% |
| Total | 323 | 100.0% |

Source: Constructed for research purpose

Figure 8: Highest Education Level Summary Pie Chart

5. Highest Education Level

323 responses



Source: Constructed for research purpose

Visual aids were provided to show participants' educational attainment. A majority, or 54.5% or 176 individuals, reported holding either a Bachelor's/Professional Degree or its equivalent qualification, followed by Masters/PhD holders at 27.9% with 90 responding, Diploma holders at 17.6% with none reporting an SPM qualification as mentioned by responses given during survey responses.

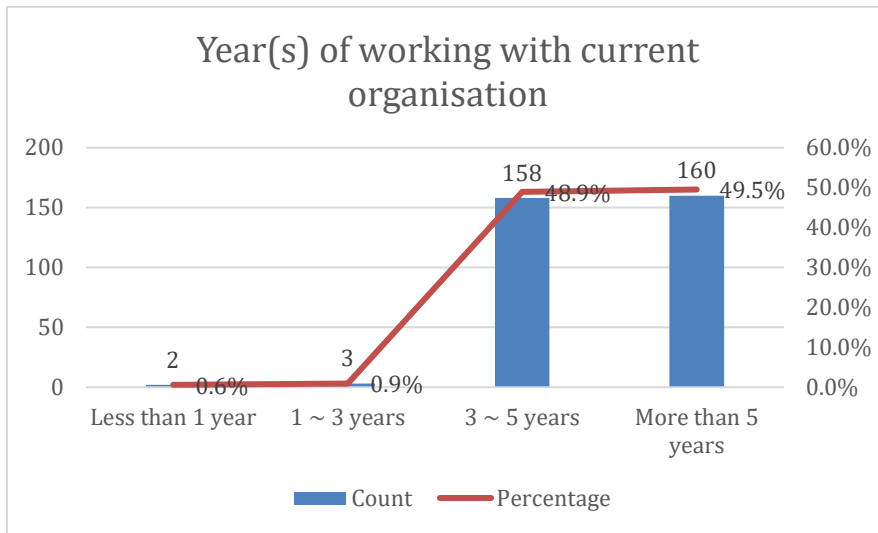
4.1.6 Year(s) of working with current organisation

Table 13: Working Years Summary Table

| Year(s) of working with current organisation | Count | Percentage |
|--|-------|------------|
| Less than 1 year | 2 | 0.6% |
| 1 ~ 3 years | 3 | 0.9% |
| 3 ~ 5 years | 158 | 48.9% |
| More than 5 years | 160 | 49.5% |
| Sum | 323 | 100.0% |

Source: Constructed for research purpose

Figure 9: Working Years Summary Bar Chart



Source: Constructed for research purpose

The provided graphical representation and table illustrate the duration of employment for respondents in their current organisation. Of those participating, 49.5% or 160 individuals, have been working for more than five years at their organisation; 48.9% or 158 have lasted three to five years with them; 0.9% (three individuals) have worked over one to three years; finally only 0.6% or two individuals possess working experience of less than one year with this organisation.

4.1.7 Job Position

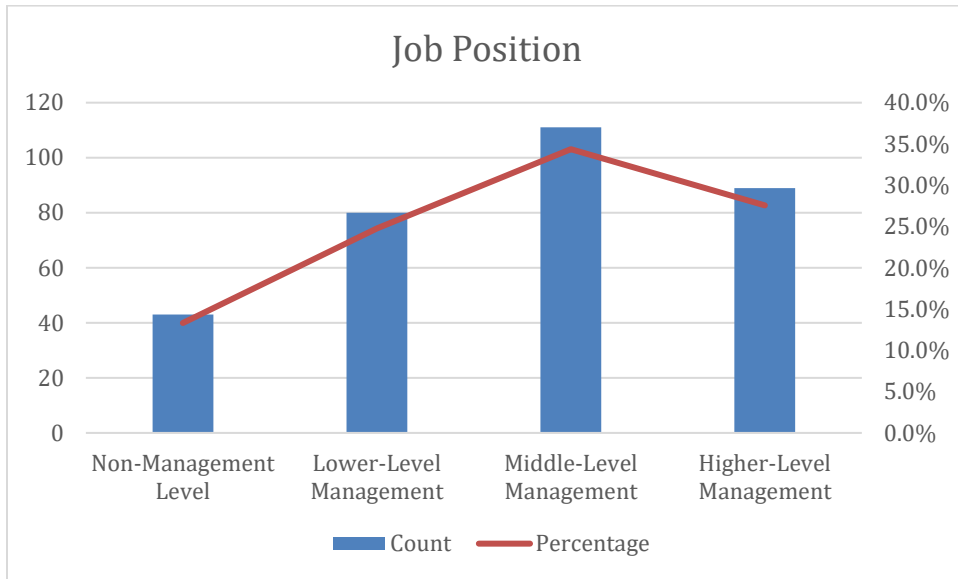
Table 14: Job Position Summary Table

| Job Position | Count | Percentage |
|-------------------------|-------|------------|
| Non-Management Level | 43 | 13.3% |
| Lower-Level Management | 80 | 24.8% |
| Middle-Level Management | 111 | 34.4% |

| | | |
|-------------------------|-----|--------|
| Higher-Level Management | 89 | 27.6% |
| Total | 323 | 100.0% |

Source: Constructed for research purpose

Figure 10: Job Position Summary Bar Chart



Source: Constructed for research purpose

According to the visual representation provided, it can be seen that of all respondents, 34.4% are currently employed in middle-level management positions while 27.6% occupy higher-level roles within their organisation. Furthermore, 24.8% hold lower-level management roles while 13.3% currently occupy non-management roles.

4.2 Descriptive Analysis

This involves studying or understanding the characteristics and responses of those participating in a specific study, with the intent to present survey data in an accessible way.

4.2.1 Acronymic Presentation

When looking at characteristics of groups of people, we typically use abbreviations to represent various aspects. “G” stands for Gender; “A” represents Age; “E” stands for Ethnicity; “M” stands for Marital Status; “HE” refers to Highest Education Level achieved; “Y” stands for years worked with Organisation; “J” stands for Job Position.

As far as why an individual might decide to leave their job is concerned, there are several key considerations. These factors include their level of job satisfaction (Job Satisfaction: “JS”), level of commitment they feel for the organisation (Organisational Commitment: “OC”), how well they balance work with personal life (Work-Life Balance: “WLB”) as well as level of pay and rewards they receive (Pay and Reward: “PR”). We refer to an intention to leave with the abbreviation (Turnover Intention: “TI”).

4.2.2 Construct Evaluation

Table 15: Construct Evaluation

| | Mean | Median | Min | Max | Standard Deviation | Excess Kurtosis | Skewness |
|-----------|-------------|---------------|------------|------------|---------------------------|------------------------|-----------------|
| JS | 4.54 | 5 | 2 | 7 | 1.28 | -3.73 | -0.68 |
| OC | 4.43 | 5 | 1 | 6 | 1.43 | -4.15 | -0.53 |

| | | | | | | | |
|------------|------|---|---|---|------|-------|-------|
| WLB | 4.22 | 5 | 2 | 7 | 1.23 | -3.99 | -0.52 |
| PR | 4.49 | 5 | 2 | 7 | 1.18 | -3.46 | -0.61 |
| TI | 3.57 | 3 | 1 | 7 | 1.48 | -4.17 | 0.51 |

Source: Constructed for research purpose

The table of construct analysis offers valuable information about the variables being examined. Median values for constructs range from 3.57 to 4.88, suggesting that respondents generally tend to agree with survey questions. Median values of 5 suggest respondents' primary tendencies lie with those who fall within the "Somewhat Agree" category of the seven-point Likert Scale.

Maximum and minimum values vary between models, from 1 to 7. This illustrates that participants' responses reflect a wide variety of experiences and opinions within the population being studied. Standard Deviation values measure variation or dispersion within the mean. They generally range between 1.18 and 1.43.

Excess kurtosis occurs when all constructs contain negative values, signalling smaller tails or flatter distributions than in a normal distribution, which indicates fewer outliers and responses are concentrated around the center part of a scale.

Skewness refers to the symmetry of data. A positive skewness occurs when data tilts toward the left-hand side, suggesting more dispersed data on that side (Bao 2013). Conversely, negative skewness suggests more spread out right side of spectrum (Bao 2013). The survey results exhibit negative skewness for all independent variables. This means that more common or concentrated information tends to fall on the right-hand side, suggesting respondents are more likely to agree than disagree with survey questions. A negative skew indicates a distribution that tilts towards greater consensus among

respondents. However, the dependent variable has positive skewness value, suggesting respondents are more likely to disagree than agree with survey questions.

Overall, the results indicate that respondents tend to agree with the assertions made in the survey except for turnover intention. There was some variation among responses for different constructs; certain ones showed tighter clustering while others experienced greater dispersion; furthermore, their distributions showed more concentration of responses which provide insight into both survey results and attitude of population towards them.

4.2.3 Job Satisfaction

Table 16: Job Satisfaction Statistics Table

| | Statement | N | Mean | Median | Min | Max | Standard Deviation |
|------------|--|----------|-------------|---------------|------------|------------|---------------------------|
| JS1 | I feel that my job allows me to use my skills and abilities effectively. | 323 | 4.87 | 5 | 3 | 7 | 1.16 |
| JS2 | I feel secure in my job. | 323 | 4.49 | 5 | 2 | 6 | 1.46 |
| JS3 | I feel that my job provides opportunities for growth and development. | 323 | 4.67 | 5 | 3 | 6 | 1.02 |
| JS4 | I feel that my current workload is manageable. | 323 | 4.62 | 5 | 2 | 7 | 1.20 |
| JS5 | I feel valued and appreciated in my job. | 323 | 4.03 | 5 | 2 | 7 | 1.35 |

Source: Constructed for research purpose

Table 15 presents us with the response rate, mean, median, min, max and standard deviation of each statement regarding job satisfaction. Of these statements, " I feel that my job allows me to use my skills and abilities effectively." was found to have the highest mean 4.87; 74.9 percent agreed and somewhat agreed with it while just 24.5 percent somewhat disagreed.

However, "I feel valued and appreciated in my job." had the lowest average score of mean at 4.03. It should be noted that 60.7 percent at the agree side with this statement while 38.1 percent at the disagree side with it.

The second highest mean can be found in "I feel that my job provides opportunities for growth and development." which has an average mean score of 4.67. Next comes "I feel that my current workload is manageable." and "I feel secure in my job.", both with mean at 4.62 and 4.49 respectively.

4.2.4 Organisational Commitment

Table 17: Organisational Commitment Statistics Table

| | Statement | N | Mean | Median | Min | Max | Standard Deviation |
|------------|--|----------|-------------|---------------|------------|------------|---------------------------|
| OC1 | I feel a strong sense of loyalty to my organisation. | 323 | 4.56 | 5 | 1 | 6 | 1.33 |
| OC2 | I am committed to the goals and objectives of my organisation. | 323 | 4.63 | 5 | 2 | 6 | 1.54 |

| | | | | | | | |
|------------|--|-----|------|---|---|---|------|
| OC3 | I feel that my personal values align with the values of my organisation. | 323 | 4.20 | 5 | 2 | 6 | 1.52 |
| OC4 | I am likely to recommend my organisation as a good place to work. | 323 | 4.38 | 5 | 2 | 6 | 1.48 |
| OC5 | I am committed to staying with my current organisation. | 323 | 4.40 | 5 | 1 | 6 | 1.21 |

Source: Constructed for research purpose

Table 16 presents us with the response rate, mean, median, min, max and standard deviation of each statement regarding organisational commitment. Of these statements, "I am committed to the goals and objectives of my organisation." was found to have the highest mean 4.63; 74.6 percent are on the agree side with it while just 23.8 percent at the disagreement side.

However, "I feel that my personal values align with the values of my organisation." had the lowest average score of mean at 4.20. It should be noted that 60.1 percent at the agree side with this statement while 37.8 percent at the disagree side with it.

The second highest mean can be found in "I feel a strong sense of loyalty to my organisation." which has an average mean score of 4.56. Next comes "I am committed to staying with my current organisation." and "I am likely to recommend my organisation as a good place to work.", both with mean at 4.40 and 4.38 respectively.

4.2.5 Work-Life Balance

Table 18: Work-Life Balance Statistics Table

| | Statement | N | Mean | Median | Min | Max | Standard Deviation |
|-------------|---|----------|-------------|---------------|------------|------------|---------------------------|
| WLB1 | I feel that I have enough time to pursue personal interests outside of work. | 323 | 3.97 | 5 | 2 | 6 | 1.31 |
| WLB2 | I am satisfied with the flexibility of my work schedule. | 323 | 3.85 | 4 | 2 | 6 | 1.26 |
| WLB3 | Work often interferes with my personal life. | 323 | 4.30 | 5 | 3 | 6 | 0.86 |
| WLB4 | I receive a high level of support from my organisation to maintain a healthy work-life balance. | 323 | 4.33 | 5 | 2 | 6 | 1.42 |
| WLB5 | I often feel burnt out or overwhelmed at work. | 323 | 4.65 | 5 | 2 | 7 | 1.04 |

Source: Constructed for research purpose

Table 17 presents us with the response rate, mean, median, min, max and standard deviation of each statement regarding work-life balance. Of these statements, " I often feel burnt out or overwhelmed at work." was found to have the highest mean 4.65; 73.4 percent are on the agree side with it while just 24.5 percent at the disagreement side.

However, " I am satisfied with the flexibility of my work schedule." had the lowest average score of mean at 3.85. It should be noted that 45.8 percent at the agree side with this statement while 38.7 percent at the disagree side with it and 15.5 percent are neutral.

The second highest mean can be found in " I receive a high level of support from my organisation to maintain a healthy work-life balance." which has an average mean score of 4.33. Next comes "Work often interferes with my personal life." and "I feel that I have enough time to pursue personal interests outside of work.", both with mean at 4.30 and 3.97 respectively.

4.2.6 Pay and Reward

Table 19: Pay and Reward Statistics Table

| | Statement | N | Mean | Median | Min | Max | Standard Deviation |
|------------|---|----------|-------------|---------------|------------|------------|---------------------------|
| PR1 | I feel that my pay is fair for the work I do. | 323 | 4.10 | 5 | 2 | 6 | 1.20 |
| PR2 | I am satisfied with my current benefits package. | 323 | 4.30 | 5 | 2 | 6 | 1.05 |
| PR3 | I feel that my pay is commensurate with my skills and experience. | 323 | 4.11 | 4 | 2 | 6 | 1.18 |
| PR4 | I am likely to seek employment elsewhere if I were offered a higher salary. | 323 | 5.48 | 6 | 2 | 7 | 0.60 |

| | | | | | | | |
|------------|---|-----|------|---|---|---|------|
| PR5 | I am satisfied with the recognition and rewards I receive for my performance at work. | 323 | 4.46 | 5 | 2 | 7 | 1.19 |
|------------|---|-----|------|---|---|---|------|

Source: Constructed for research purpose

Table 18 presents us with the response rate, mean, median, min, max and standard deviation of each statement regarding pay and reward. Of these statements, "I am likely to seek employment elsewhere if I were offered a higher salary." was found to have the highest mean 5.48; 97.5 percent are on the agree side with it which is nearly 100% already. We can see that Malaysian would definitely go for higher salary job, it might be due to high inflation rate and high living expenses in Malaysia.

However, "I feel that my pay is fair for the work I do." had the lowest average score of mean at 4.10. It should be noted that 60.7 percent at the agree side with this statement while 38.7 percent at the disagree side with it.

The second highest mean can be found in " I am satisfied with the recognition and rewards I receive for my performance at work." which has an average mean score of 4.46. Next comes "I am satisfied with my current benefits package." and "I feel that my pay is commensurate with my skills and experience.", both with mean at 4.30 and 4.11 respectively.

4.2.7 Turnover Intention

Table 20: Turnover Intention Statistics Table

| | Statement | N | Mean | Median | Min | Max | Standard Deviation |
|------------|--|----------|-------------|---------------|------------|------------|---------------------------|
| TI1 | If presented with a better job opportunity, I would consider leaving my current employer. | 323 | 3.90 | 3 | 1 | 6 | 1.66 |
| TI2 | I am actively looking for other job opportunities outside of my current organisation. | 323 | 3.97 | 3 | 1 | 6 | 1.65 |
| TI3 | I am likely to leave my current organisation within the next year. | 323 | 3.41 | 3 | 1 | 7 | 1.10 |
| TI4 | I have already made plans to leave my current organisation. | 323 | 2.93 | 2 | 1 | 7 | 1.29 |
| TI5 | I am dissatisfied with my current job and actively looking for other employment opportunities. | 323 | 3.64 | 3 | 1 | 7 | 1.41 |

Source: Constructed for research purpose

Table 19 presents us with the response rate, mean, median, min, max and standard deviation of each statement regarding turnover intention. Of these statements, "I am actively looking for other job opportunities outside of my current organisation." was

found to have the highest mean 3.97; 39.0 percent are on the agree side with it while 58.8 percent at the disagreement side.

However, " I have already made plans to leave my current organisation." had the lowest average score of mean at 2.93. It should be noted that 24.5 percent at the agree side with this statement while 74.6 percent at the disagree side with it.

The second highest mean can be found in " If presented with a better job opportunity, I would consider leaving my current employer." which has an average mean score of 3.90. Next comes "I am dissatisfied with my current job and actively looking for other employment opportunities." and "I am likely to leave my current organisation within the next year.", both with mean at 3.64 and 3.41 respectively.

4.3 Level Quantification

4.3.1 Internal Reliability Analysis

Survey responses must be reliable when conducting research to ascertain validity and trustworthiness of data gathered (Livingston 2018). Reliability analysis involves looking at how reliable results have remained over time and across various items (Amirrudin and co. 2020). Reliable survey data can be defined as those which consistently yield similar outcomes, which researchers measure using various measures such as tests-retest consistency (internal), tests-retest reliability as well as inter-rater consistency. Cronbach's Alpha is an ad hoc method of assessing data validity in social, behavioral and education sciences (Ravinder and Saraswathi in 2020). For an Alpha coefficient to be considered valid and reliable it should range between 0.7-1.0.

Table 21: Reliability Analysis Outcome with Full Study

| Independent Variables | Cronbach's Alpha | Item | N |
|------------------------------|-------------------------|-------------|----------|
| Job Satisfaction | 0.951 | 5 | 323 |
| Organisational Commitment | 0.964 | 5 | 323 |
| Work-Life Balance | 0.917 | 5 | 323 |
| Pay and Reward | 0.843 | 5 | 323 |

Source: Constructed for research purpose

We can see that the result for all variables has Cronbach's alpha more than 0.7 which means the internal consistency is very strong. Referring back to Table 5 mentioned in Chapter 3, the strength of Cronbach's Alpha is strong when the coefficient is over 0.9 and it is excellent between 0.8 and 0.9.

Job Satisfaction has an alpha coefficient of 0.951, indicating that items measuring job satisfaction on questionnaires or scales are highly reliable and consistent with one another. Organisational Commitment has an alpha coefficient of 0.964, signifying excellent internal consistency among its items measuring organisational commitment. Work-Life Balance displays an alpha coefficient of 0.917, signifying strong internal consistency within its measurement items. Pay and Reward have an alpha coefficient that is slightly lower but still acceptable, at 0.843; this suggests an excellent level of internal consistency in their items that measure pay and reward.

Overall, all four independent variables exhibit high levels of internal consistency as evidenced by their Cronbach's alpha coefficients; this suggests that their items are reliable and consistent in measuring their intended constructs.

4.4 Statistical Inference

4.4.1 Pearson Correlation Analysis

Table 22: Pearson Result Table

| | JS | OC | WLB | PR | TI |
|------------|-----------|-----------|------------|-----------|-----------|
| JS | 1.00 | | | | |
| OC | 0.76 | 1.00 | | | |
| WLB | 0.58 | 0.72 | 1.00 | | |
| PR | 0.42 | 0.49 | 0.40 | 1.00 | |
| TI | -0.71 | -0.74 | -0.71 | -0.74 | 1.00 |

Source: Constructed for research purpose

In Table 21 revealed a strong positive correlation between Job Satisfaction (JS) and Organisational Commitment (OC) ($r = 0.76$), suggesting an extremely strong degree of correlation between these variables. This finding indicates that increased satisfaction at work correlates with increased commitment from companies. Job Satisfaction (JS) and Work-Life Balance (WLB) exhibit a moderate relationship ($r = 0.58$), suggesting an upward trend when employee satisfaction increases resulting in better work-life balance. On the other hand, Job Satisfaction (JS) with Pay and Reward (PR) is also having moderate relationship ($r = 0.42$), suggesting a moderate linkage between work satisfaction and perceptions of reward and pay.

Organisational Commitment (OC) shows a moderate positive correlation with Pay and Rewards (PR) ($r = 0.49$), suggesting an uninspiringly moderate link between these variables; there may still be some degree of association but it doesn't appear particularly robust.

Work-Life Balance (WLB) shows a low positive correlation with Pay and Reward (PR) ($r = 0.40$), although this correlation is weak; suggesting there is no strong relationship between balance between work and life as well as perceptions of pay rewards.

Turnover Intention (TI) displays a high negative relationship with job satisfaction ($r = -0.71$) as well as organisational commitment ($r = -0.74$), work-life balance ($r = -0.71$), pay and reward ($r = -0.74$) suggesting a high negative correlation between more intention to turn over with lower job satisfaction, lower commitment levels to organisation, lower work-life balance perceptions as well as lower rewards and pay perceptions. People who harbor greater intentions to quit tend to experience less job satisfaction, lower commitment levels with their company, less work-life balance as well as less positive perceptions regarding pay and reward.

Overall, the correlation matrix suggests that Job Satisfaction and Organisational Commitment have positive correlations; Job Satisfaction has moderate correlations with Work-Life Balance along with Organisational Commitment as well. The correlations between Job Satisfaction and Pay and Reward, Organisational Commitment and Pay and Reward, and Work-Life Balance and Pay and Reward are all moderate. Turnover Intention had the strongest negative correlation to all variables studied suggesting an association between less satisfaction, work and life balance and perceptions of rewards and pay.

4.4.2 Multiple Linear Regression Analysis

Table 23: Multiple Linear Regression Summary Table

| <i>Regression Statistics</i> | |
|------------------------------|------|
| Multiple R | 0.98 |
| R Square | 0.96 |
| Adjusted R Square | 0.96 |
| Standard Error | 0.25 |
| Observations | 323 |

Source: Constructed for research purpose

Table 22, 23, and 24 detail the outcomes of data analysis conducted using Microsoft Excel. Data used for this analysis comprised responses received from 323 participants, providing information such as summary table, ANOVA (analysis of variance), and coefficients tables - giving an overall overview of performance for the model overall; ANOVA assesses significance while coefficients provide estimated coefficients for independent variables within it.

Table 24: ANOVA Table

| | <i>df</i> | <i>SS</i> | <i>MS</i> | <i>F</i> | <i>Significance F</i> |
|------------|-----------|-----------|-----------|----------|-----------------------|
| Regression | 4 | 477.52 | 119.38 | 1840.98 | 0.00 |
| Residual | 318 | 20.62 | 0.06 | | |
| Total | 322 | 498.14 | | | |

Source: Constructed for research purpose

Initial steps in conducting multiple linear regression analysis require assessing the significance of Significance F, which was found to be below 0.001. This indicates that overall results are highly substantial and suggest one or more of the variables has an inextricable link with independent variable, leading to rejection of null hypothesis.

Table 22 presents data regarding R square and adjusted R square. A R value of 0.96 indicates that all collected coefficients have strongly correlating coefficients; this indicates a strong degree of association among variables.

R square is the proportion of variability in people's intention to leave a company that influenced by variables; for this research, this percentage stands at 96% and indicates that job satisfaction, organisational commitment, work-life balance and pay and reward could potentially have an influence over people's decisions to leave a company.

Table 25: Model Coefficients Table

| | <i>Coefficients</i> | <i>Standard Error</i> | <i>t Stat</i> | <i>P-value</i> | <i>Lower 95%</i> | <i>Upper 95%</i> | <i>Lower 95.0%</i> | <i>Upper 95.0%</i> |
|-----------|---------------------|-----------------------|---------------|----------------|------------------|------------------|--------------------|--------------------|
| Intercept | 8.95 | 0.18 | 49.30 | 0.00 | 8.59 | 9.30 | 8.59 | 9.30 |
| JS | -0.14 | 0.07 | -2.14 | 0.03 | -0.27 | -0.01 | -0.27 | -0.01 |
| OC | -0.22 | 0.07 | -2.92 | 0.00 | -0.36 | -0.07 | -0.36 | -0.07 |
| WLB | -0.53 | 0.07 | -7.64 | 0.00 | -0.66 | -0.39 | -0.66 | -0.39 |
| PR | -0.35 | 0.06 | -5.88 | 0.00 | -0.46 | -0.23 | -0.46 | -0.23 |

Source: Constructed for research purpose

P-value that is less than 0.05 is considered as significant. Job satisfaction, organisational commitment, work-life balance and pay and reward showed statistically significant

relationships with people's intention to leave a company, suggesting they are significant components of decision-making for individuals. Better job satisfaction, higher commitment to company, better work-life balance and higher pay and reward were found to correlate to more individuals being lower intention to leave company.

4.4.3 Hypothesis Testing

Table 26: Hypothesis Testing Table

| Hypothesis Testing | P-value ($< 0.05 =$ accepted) | Results |
|--|---|-----------------------------|
| H ₁ : Job satisfaction has a correlation on job turnover intention at the workplace in Malaysia. | 0.03 | H ₁ is accepted. |
| H ₂ : Organisational commitment has a correlation on job turnover intention at the workplace in Malaysia. | 0.00 | H ₂ is accepted. |
| H ₃ : Work-life balance have a correlation on job turnover intention at the workplace in Malaysia. | 0.00 | H ₃ is accepted. |
| H ₄ : Pay and reward have a correlation on job turnover intention at the workplace in Malaysia. | 0.00 | H ₄ is accepted. |

Source: Constructed for research purpose

4.5 Chapter Summary

This study involved 323 respondents, predominantly female, holding degrees or higher education certificates, who participated in this survey. Pearson coefficient analysis and multiple linear regression were utilized to assess the credibility of hypothesis H₁, H₂, H₃,

and H₄; all independent variables demonstrated positive relationships with people's intention to leave their company.

CHAPTER FIVE

CONCLUSION AND DISCUSSION

5.0 Introduction

This chapter presents and draws conclusions regarding the interrelationships among job satisfaction, organisational commitment, work-life balance and pay and reward with the employees' intention to leave their company. Findings and outcomes will be extensively discussed with emphasis placed upon their implications; limitations will also be explored along with recommendations for future research directions; finally, this chapter will summarize the research paper.

5.1 Discussion and Conclusion

| Hypothesis | Result | | | |
|--|------------------|---------------------|---------|--------------------|
| | Cronbach's Alpha | Pearson Correlation | P-value | Hypothesis Testing |
| H ₁ : Job satisfaction has a correlation on job turnover intention at the workplace in Malaysia. | 0.951 | -0.71 | 0.03 | H1 is accepted. |
| H ₂ : Organisational commitment has a correlation on job turnover intention at the workplace in Malaysia. | 0.964 | -0.74 | 0.00 | H2 is accepted. |
| H ₃ : Work-life balance have a correlation on job turnover intention at the workplace in Malaysia. | 0.917 | -0.71 | 0.00 | H3 is accepted. |

| | | | | |
|---|-------|-------|------|-----------------|
| H4: Pay and reward have a correlation on job turnover intention at the workplace in Malaysia. | 0.843 | -0.74 | 0.00 | H4 is accepted. |
|---|-------|-------|------|-----------------|

Source: Constructed for research purpose

The table provides the results of a hypothesis test to examine relationships among variables (job satisfaction, commitment to an organisation as well as work-life balance and reward and pay), and likelihood of job turnover within Malaysian workplaces. Cronbach's Alpha scores represent highest internal consistency scores for each factor which suggests reliable scales to measure them with.

Pearson correlation coefficients clearly reveal inverse relationships between satisfaction with work, organisational commitment, work-life balance and pay or rewards as factors and intentions to leave their current jobs, suggesting greater levels of job-related turnover are linked with lower levels of satisfaction with these factors (with all P-values below 0.05 indicating statistical significance).

Based on our findings and results, it can be concluded that all four hypotheses (H₁- H₄) are valid, showing that satisfaction with job and organisational commitment as well as work-life balance issues as well as pay and reward have strong links to employees leaving Malaysian workplaces. Furthermore, research shows that higher levels of job satisfaction as well as organisational commitment as well as adequate rewards or compensation could reduce employee quit rates significantly.

These findings have significant ramifications for businesses operating in Malaysia, which emphasizes the significance of creating positive workplaces that encourage work satisfaction, commitment, life balance and equitable compensation. By addressing these issues, it can help limit job turnover with its associated negative implications such as

higher recruitment and training costs; decreased productivity; as well as losing valuable talent.

But it is also essential to acknowledge some limitations of this research. The findings were drawn from Malaysia and may not apply in other industries or countries. Furthermore, correlation does not establish causation as other variables could also influence employee plans to leave their jobs; further investigation should investigate these connections further and consider other possible factors which influence employees' plans to quit their job. Future studies should explore further these connections and factors which influence employees' plans to leave their workplace.

To conclude, this study provides empirical evidence proving the relationship between job satisfaction, commitment to the organisation, work-life balance, pay and reward as well as intentions to quit in Malaysian workplaces and job satisfaction and commitment, job intentions to quit. These findings show the significance of addressing such issues to retain employees more effectively while increasing organisational effectiveness.

5.1.1 Job Satisfaction and Turnover Intention

H₁: Job satisfaction has a correlation on job turnover intention at the workplace in Malaysia.

Hypothesis H₁ asserts that employees in Malaysia experience an association between job satisfaction and their intention to leave in the workplace, and intention to turnover. The findings from this research support this theory with the Cronbach's Alpha value (0.951) for satisfaction with work demonstrating this correlation, and a significantly positive correlation coefficient (-0.71) which points towards job turnover likelihood.

Cronbach's Alpha values above 0.90 indicate an outstanding level of internal consistency and confidence in measuring job satisfaction, implying that measures used during research to gauge job satisfaction accurately captured its essence.

A correlation coefficient of -0.71 indicates an inverted relationship between job seeker satisfaction and intent to turn over, which means when job satisfaction increases, intent to leave decreases - an insight consistent with prior research findings and theoretical expectations: those who are satisfied in their jobs tend not to consider leaving.

The high value of the p-value (0.03) indicates that correlation observed between satisfaction at work and turnover intentions does not appear likely to happen due to random chance; we can therefore infer there's statistically significant relationship between employee satisfaction and turnover intentions in Malaysian workplaces.

These findings hold important ramifications for companies located in Malaysia. They emphasize the significance of employee satisfaction to reduce job loss; by emphasizing factors which contribute to this goal - such as creating an ideal working environment, acknowledging employees' achievements, offering development opportunities and offering an equitable compensation system - companies can create an inviting workplace which motivates staff members to remain within their roles.

Results confirm the H₁ hypothesis by showing an important negative relationship between job satisfaction and intention to quit in Malaysia's workplaces. These results emphasize how critical it is to prioritize satisfaction initiatives in order to retain employees while simultaneously protecting organisational stability.

5.1.2 Organisational Commitment and Turnover Intention

H₂: Organisational commitment has a correlation on job turnover intention at the workplace in Malaysia.

Hypothesis H₂ suggests there exists a correlation between organisational commitment and job-related turnover intentions in Malaysian workplace. The results of this study provide evidence for this theory with significant Cronbach's Alpha values (0.964) for commitment to organisations as well as significant negative coefficients of correlation (-0.74) when measuring intentions related to turnover.

Cronbach's Alpha indicates an extremely high degree of internal reliability and consistency when measuring commitment to organisational change, suggesting that instruments used during an investigation were reliable in measuring it accurately and consistently. This would indicate that all instruments employed were uniform in their approach and accurately captured this idea of commitment within an organisation.

A negative correlation coefficient of -0.74 suggests an inverted relationship between organisational commitment and intention to turnover. This aligns with theoretical assumptions and previous studies; employees who feel more invested in their employers tend to be less inclined to consider changing jobs.

The significance of the value (0.00) indicates that any correlation observed between commitment to an organisation and intention to leave likely occurred by chance alone, so we can infer a statistically significant relationship between commitment to an organisation and intention to leave in Malaysia's workplaces.

These findings are especially significant for Malaysia-based companies, as they highlight the significance of employee engagement for decreasing employee attrition rates.

Organisations can promote corporate commitment by creating an atmosphere conducive to employee well-being; encouraging engagement and participation while rewarding efforts with recognition and appreciation, in addition to offering opportunities to advance skills.

Our results support H₂ by finding an overwhelming negative relationship between organisational commitment and the likelihood of job loss in Malaysian workplace environments. These results highlight the necessity of encouraging employee commitment as an effective strategy to decrease turnover rates, retain employees more effectively, and ultimately enhance organisational performance.

5.1.3 Work-Life Balance and Turnover Intention

H₃: Work-life balance have a correlation on job turnover intention at the workplace in Malaysia.

According to H₃ theory, there exists a relationship between work-life balance and job intention to leave in Malaysia. Analysis results support this assertion through large Cronbach's Alpha values (0.917) for life balance as well as significant negative coefficient values (-0.71) associated with job turnover intentions.

Cronbach's Alpha scores exceeding 90% indicate an exceptional level of internal consistency and reliability when measuring work-life balance in participants, suggesting that their variables were effective at accurately representing this concept.

The negative coefficient of correlation of -0.71 suggests an inverted relationship between work-life balance and job turnover intentions, as indicated by its negative coefficient of correlation; when life balance improves, job turnover intentions decrease - an outcome consistent with theoretical assumptions and previous research that employees who enjoy better balance between their professional life and personal lives are less likely to contemplate taking a break from their jobs.

The significance of P-value (0.00) suggests that any correlation found between work-life balance and intent to leave workplace is highly unlikely to have arisen randomly, thus supporting our conclusion of statistical significance between work-life balance and turnover intentions in Malaysian workplaces.

These findings are significant for businesses in Malaysia. They highlight the significance of creating a work-life balance to reduce employee turnover rates. Companies can help promote this balance through flexible working arrangements, family support programs and encouraging employees to take vacations and take breaks between assignments while simultaneously creating an integrated culture between work and life.

Our results support H₃ hypothesis by showing a significant negative relationship between work-life balance and intent to leave their jobs in Malaysia. These results emphasize the significance of prioritizing initiatives aimed at increasing work-life balance to retain employees while improving wellbeing.

5.1.4 Pay and Reward and Turnover Intention

H₄: Pay and reward have a correlation on job turnover intention at the workplace in Malaysia.

Hypothesis H₄ suggests a link between reward and pay as well as intention to leave the workplace of Malaysia. Analysis has provided proof for this theory in terms of Cronbach's Alpha values of 0.843 for pay and reward and significant negative correlation coefficient of -0.74 between job turnover intentions and pay and reward values.

A correlation coefficient of -0.74 indicates an inverted relationship between reward and pay and intentions to reduce job turnover, such as increasing rewards and pay, and intentions to reduce job turnover. That means when these increase, likelihood of job loss tends to reduce; this fits within theoretical assumptions and previous research; employees with greater compensation tend not to contemplate quitting as easily.

P-value of 0.00 indicates that any correlation found between reward, pay and job turnover intentions are unlikely to have arisen by chance; therefore implying there is statistically significant relationship between rewards, pay and turnover intentions at work in Malaysia.

This study expands existing knowledge by illustrating the significance of rewards, pay, and employee turnover intentions with statistical methods such as correlation coefficient and P-value. The results reveal that higher pay and rewarding programs lead to lower chances of employees leaving. Furthermore, this research highlighted the significance of acknowledging and appreciating employees for their contributions because this increases employee satisfaction with work as well as increases the chance that they remain with an organisation.

This study presents practical applications of this research findings for companies operating in Malaysia. Employers can use this study as a roadmap to create strategies that

will enhance systems of reward and pay. Besides that, this research emphasizes how essential it is that compensation policies align with employee retention goals in creating an environment in which employees feel appreciated and motivated to remain with the company.

Overall, this research contributes to existing knowledge by providing evidence-based insight into the relationship between pay, rewards, and an intention to turn over within Malaysian context. These findings have significant ramifications for businesses operating in Malaysia. They highlight the significance of offering competitive pay structures and rewarding systems to reduce employee turnover, as well as making sure employees feel valued and acknowledged for their contributions to increase job satisfaction and retain them.

The results support H₄ hypothesis by showing a significant negative correlation between pay and reward and intentions to leave Malaysia's workplaces. These findings highlight the significance of providing competitive compensation packages and effective reward systems to increase employee retention and ensure company success.

5.2 Implication of Study

The findings of this research can have important ramifications for businesses operating in Malaysia, providing invaluable insight into the interrelationships among various factors and the likelihood of job loss. By analyzing its implications, businesses can gain a better idea of how best to tackle key areas that will increase employee satisfaction while simultaneously decreasing turnover rates.

Concerning satisfaction at work, the study highlights the significance of creating an atmosphere that makes employees feel appreciated and empowered at work, including providing opportunities for growth through encouraging productive communication and collaboration, and assuring fair pay. By prioritizing these elements companies can increase employee satisfaction levels leading to higher engagement levels among staff members as well as decreased turnover intentions.

As commitment and job loss are linked, businesses should foster employee commitment by creating a positive organisational culture and rewarding employee contributions in recognition of commitment and loyalty. Companies that place high value on developing organisational commitment are likely to experience lower turnover as employees feel invested and committed in its achievement.

Studies conducted on this subject demonstrate the significance of balance between work and family in lowering turnover intentions. Companies should adopt policies and procedures which support an integrated work and life environment - such as flexible work schedules or programs to enhance employee health - so employees are better able to effectively balance both professional and private lives, improving satisfaction, lowering burnout rates and eventually decreasing turnover intentions.

Reward and pay, along with intentions to leave their job, highlight the need for companies to create a competitive yet fair structure of compensation. Companies should make sure employees are compensated fairly for their efforts, while rewarding performance and contributions accordingly. Competitive pay and significant rewards can increase employee satisfaction and decrease potential for turnover by cultivating feelings of worth and gratitude in employees.

Overall, the findings of the study indicate that companies should prioritize creating a healthy work environment that fosters loyalty and commitment among their employees, encouraging a balance between work and life, and offering equitable compensation and rewards system. By taking this approach companies can improve employee engagement, satisfaction, well-being and lower turnover intentions thus creating more stable workforce that positively affects overall company performance.

5.3 Research Limitation

Through this research, several limitations were discovered. While these limitations should not diminish the significance of the research, they serve as a reminder for future researchers to be wary of potential pitfalls when taking on similar projects. One such limitation is its relatively small sample size (323) which surpasses central limit theory's threshold of 30 participants to approximate an average distribution more closely; yet results did not accurately represent Malaysia's entire workforce population. Future investigations should aim for larger sample sizes focused on specific demographics to increase accuracy and reliability of findings.

One issue related to pandemic surveys with no face-to-face interactions available to respondents, it could cause them to respond quickly without considering each answer carefully; this may have resulted in unintended or incorrectly interpreted responses that caused mistakes or errors into the information provided by these surveys. Ensuring clear questions are asked and encouraging respondents to ask queries could help reduce errors during future research projects.

Additionally, this study employed snowball and convenience sampling techniques to recruit participants. While these are efficient in terms of time and cost efficiency, they might not accurately represent the diversity and character of the population targeted; for

example, most participants for this research were aged 31-35 and Chinese; this does not accurately represent Malaysia where most workers are Malay aged 25-29 and do not belong to either demographic. Therefore, future research should utilize more comprehensive and representative sampling techniques in order to generalize results more successfully.

Although this study provides insight into the correlations among factors on turnover intention and turnover intention, it is still essential to recognize and address any weaknesses identified. Future researchers could build on this work by addressing limitations identified and increasing sample size using different sampling techniques and analyzing other variables to enrich knowledge in this field of knowledge.

5.4 Recommendations for Future Study

Malaysia has several suggestions for conducting further research to increase our knowledge about what factors impact job-related turnover in Malaysian workplaces, which should include longitudinal studies which track employees over an extended period. Such studies could shed light on how connections between job satisfaction, organisational commitment, work-life balance issues, pay and reward levels and desire to quit change over time; also serving to discern causal relationships as well as potential mitigating or mediating variables.

Employing both qualitative and quantitative methods of research is also invaluable, with interviews or focus groups serving to document staff personal impressions, experiences or motivations with regard to job-related turnover and its causes. Such findings can then be supplemented by quantitative findings for a deeper understanding of its process behind job turnover.

Future research may also investigate a specific analysis for one sector or industry. Every sector and industry possess distinct dynamics that impact jobseekers' decision to leave their positions. By researching various sectors across Malaysia, researchers will discover information and suggestions tailored specifically towards combatting job turnover issues.

Studies that explore cross-cultural variations in job loss intentions and their influences across cultures and nations can also provide great value. Such studies can assist researchers in better comprehending differences among cultures regarding variables like satisfaction with work and organisational commitment, work-life balance and the influence of pay and reward on leaving intentions, further increasing understanding of this phenomenon.

Examining mediators and moderators' roles in determining variables can provide greater insight into the relationships between dependent and independent variables. Examining factors like job stressors as well as organisational support or career advancement opportunities as potential mediators or moderators may assist in identifying other elements which influence job quitting intentions.

Next research studies could focus on intervention studies and evaluating specific strategies or programs designed to reduce turnover by improving satisfaction with work, commitment to organisation, work-life balance, pay and reward. Assessing their efficacy within companies would give invaluable insight into practical benefits associated with addressing such concerns.

Future studies could add valuable knowledge of employment turnover rates and provide companies in Malaysia with vital insight for developing more efficient retention and success strategies for their employees.

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APPENDIX

Appendix A: Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN

(Sungai Long Campus)

FACULTY OF ACCOUNTANCY & MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION

FINAL YEAR PROJECT

TOPIC: THE IMPACT OF JOB SATISFACTION, ORGANIZATIONAL
COMMITMENT, WORK-LIFE BALANCE AND PAY AND REWARD TOWARDS
EMPLOYEES' TURNOVER INTENTION

SURVEY QUESTIONNAIRE

Dear Respondents,

We cordially invite you to participate in our academic research study, which forms an integral component of the requirements for the Master of Business Administration (MBA) program at Universiti Tunku Abdul Rahman. Our study aims to investigate the impact of job satisfaction, organisational commitment, work-life balance, pay, and rewards on employees' turnover intention in the workplace. We assure you that the data collected through this survey will be utilized solely for research purposes.

We kindly request that you provide responses to all the questions provided. Your answers will be treated with the utmost confidentiality and used only for academic purposes. We greatly appreciate your cooperation in carrying out this questionnaire.

Thank you in advance for your valuable contribution to this research.

SECTION A: DEMOGRAPHIC PROFILE

INSTRUCTION: Please select the most suitable answer for the following questions.

1 Gender

- Male
- Female

2 Age

- 19 and below
- 20 ~ 25
- 26 ~ 30
- 31 ~ 35
- 36 ~ 40
- 41 and above

3 Ethnicity

- Chinese
- Malay
- Indian
- Other

4 Marital Status

- Single
- Married
- Other

5 Highest Education Level

- SPM or equivalent
- Diploma or equivalent
- Bachelor's degree / Professional Degree or equivalent
- Masters / PhD or equivalent

6 Year(s) of working with current organisation

- Less than 1 year
- 1 ~3 years
- 3 ~ 5 years
- More than 5 years

7 Job Position

- Non-Management Level
- Lower-Level Management
- Middle-Level Management
- Higher-Level Management

| | ii. Organisational Commitment | SD | D | QD | N | QA | A | SA |
|---|--|----|---|----|---|----|---|----|
| 1 | I feel a strong sense of loyalty to my organisation. | | | | | | | |
| 2 | I am committed to the goals and objectives of my organisation. | | | | | | | |
| 3 | I feel that my personal values align with the values of my organisation. | | | | | | | |
| 4 | I am likely to recommend my organisation as a good place to work. | | | | | | | |
| 5 | I am committed to staying with my current organisation. | | | | | | | |

| | iii. Work-Life Balance | SD | D | QD | N | QA | A | SA |
|---|---|----|---|----|---|----|---|----|
| 1 | I feel that I have enough time to pursue personal interests outside of work. | | | | | | | |
| 2 | I am satisfied with the flexibility of my work schedule. | | | | | | | |
| 3 | Work often interferes with my personal life. | | | | | | | |
| 4 | I receive a high level of support from my organisation to maintain a healthy work-life balance. | | | | | | | |
| 5 | I often feel burnt out or overwhelmed at work. | | | | | | | |

| | iv. Pay and Reward | SD | D | QD | N | QA | A | SA |
|---|---|----|---|----|---|----|---|----|
| 1 | I feel that my pay is fair for the work I do. | | | | | | | |
| 2 | I am satisfied with my current benefits package. | | | | | | | |
| 3 | I feel that my pay is commensurate with my skills and experience. | | | | | | | |
| 4 | I am likely to seek employment elsewhere if I were offered a higher salary. | | | | | | | |
| 5 | I am satisfied with the recognition and rewards I receive for my performance at work. | | | | | | | |

| | | | | | | | | |
|---|--|--|--|--|--|--|--|--|
| 5 | I am dissatisfied with my current job and actively looking for other employment opportunities. | | | | | | | |
|---|--|--|--|--|--|--|--|--|