FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION IN MALAYSIA'S AVIATION INDUSTRY

BY

CHENG YUNG EN

CHIAH HAN YI

DINAJOTHIE KARTHIGASEN

A final year project submitted in partial fulfillment of the requirement for the degree of

BACHELOR OF BUSINESS ADMINISTRATION

(HONOURS)

UNIVERSITI TUNKU ABDUL RAHMAN

TEH HONG PIOW FACULTY OF BUSINESS AND FINANCE
DEPARTMENT OF BUSINESS ADMINISTRATION

SEPTEMBER 2025

Copyright Statement

This final year project report is submitted in partial fulfilment of the requirements for the degree of Bachelor of Business Administration (Hons) at Universiti Tunku Abdul Rahman (UTAR). This final year project report represents the work of the author, except where due acknowledgment has been made in the text. No part of this final year project report may be reproduced, stored, or transmitted in any form or by any means, whether electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the author or UTAR, in accordance with UTAR's Intellectual Property Policy.

PREFACE

We are required to conduct a research project as part of our journey in completing the Bachelor of Business Administration (Hons). The selected topic for our research is "Factors Influencing Employee Turnover Intention in Malaysia's Aviation Industry." The topic is chosen because aviation industry plays a crucial role in connecting people and boosting tourism, which in turn supports Malaysia's overall economic growth.

Aviation staff carry a heavy responsibility in ensuring safe, efficient and reliable flights for customers. In other words, this sector is also famous for its rigorous work environment, including irregular hours, tight regulations and constant performance pressure. At the same time, competition within the aviation industry is high as airlines attempt to attract and retain the talent by offering more competitive opportunities. As a result, the nature of business and intense competition make employee retention difficult. Since high turnover can reduce the overall quality of services provided, understanding the factors that shape employees' decisions to stay or leave within an organization is therefore important.

In short, this study aims to explore how job embeddedness, organizational citizenship behaviour and emotional exhaustion influence employees' turnover intention in Malaysia's aviation industry. By identifying the factors, this research is expected to provide valuable insights for employers to develop strategies to enhance employee retention and reduce turnover rates. Ultimately, the findings of this study will contribute to improve workforce stability and maintaining service quality in Malaysia's aviation industry.

ABSTRACT

Employee turnover is an ongoing challenge in Malaysia's aviation industry, where retaining skilled and experienced employees is crucial for efficiency, service quality, and safety. This study aims to examine the factors influencing employee turnover intention by focusing on job embeddedness, organizational citizenship behaviour (OCB), and emotional exhaustion.

A quantitative research method was employed through structured online questionnaires distributed to employees in Malaysia's aviation sector, including Malaysia Aviation Group and Capital A. Findings revealed that job embeddedness and OCB are significantly and negatively related to turnover intention, indicating that employees with strong workplace ties and discretionary actions are less likely to leave. In contrast, emotional exhaustion shows a significant positive relationship with turnover intention, highlighting that prolonged stress and resource depletion increase the likelihood of resignation.

This research contributes theoretically by exploring how job embeddedness, OCB, and emotional exhaustion influence turnover intention in Malaysia's aviation industry. Practically, it provides valuable insights for aviation companies in designing effective retention strategies. These include fostering supportive work environments, encouraging citizenship behaviours, and implementing well-being programs to reduce burnout. Addressing these factors can help strengthen workforce stability, enhance efficiency and service quality, and support the long-term sustainability of aviation companies in a competitive industry.

Keywords: Employee Turnover, Job Embeddedness, Organizational Citizenship Behaviour (OCB), Emotional Exhaustion, Aviation Industry

Subject Area: **HD4801-8943** Labour

Table of Content

LIST OF TABLES

Page

LIST OF FIGURES

Page

LIST OF ABBREVIATIONS

EE	Emotional Exhaustion
JE	Job Embeddedness
MAG	Malaysia Aviation Group
OCB	Organizational Citizenship Behaviour
SPSS	Statistical Package for Social Sciences
TI	Turnover Intention

LIST OF APPENDICES

Page

CHAPTER 1: RESEARCH OVERVIEW

1.0 Introduction

Chapter One presents an overview of the research background and offers a detailed discussion of the problem statement. It also sets the foundation for the study by highlighting the research objectives, questions, and significance of the investigation.

1.1 Background of the study

The Malaysian economy supported by a diverse range of industries. Each industry contributes uniquely to the national development and employment. According to the New Straits Times (2024), the services sector stans as the largest contributor of employment in Malaysia. Figure 1.1 illustrates the distribution of employment across the five main economic sectors or industries in Malaysia.

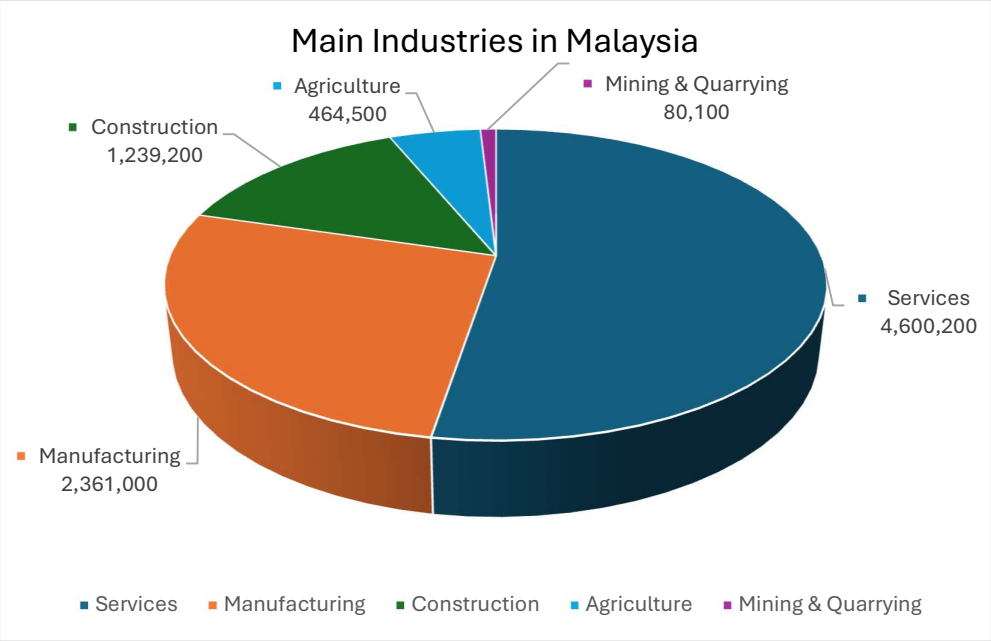


Figure 1.1. Five industries with the greatest number of employees. Adapted from Department of Statistics Malaysia. (2025, February 15). Employment statistics, Fourth Quarter 2023. Ministry of Economy, Department of Statistics Malaysia Official Portal. Retrieved May 4, 2025, from https://www.dosm.gov.my/portal-main/release-content/employment-statistics-fourth-quarter-2023

As shows in the chart, the services sector dominates with 4.6 million employees, surpassing other sectors such as manufacturing, agriculture, construction and mining & quarrying. This reinforces the idea of aviation industry, which is a part of the expansive service sector, plays a significant role not only in economic development but also in national employment.

Within the services sector, various sub-sectors play a major role in creating jobs while boosting the economy. Figure 1.2 depicts the top five sub-sectors in Malaysia's service industry include aviation and aviation related tourism, which together provide employment to 659,400 people. This places the sub-sector as the third largest employer, following closely behind finance and food services.

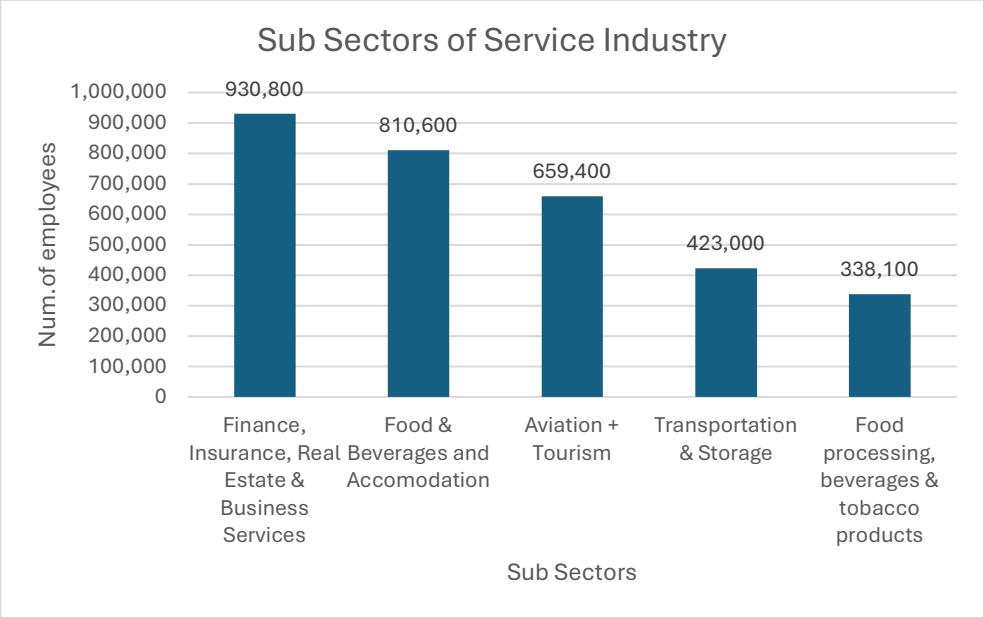


Figure 1.2. Sub sectors of Service Industry in Malaysia**.** Adapted from Department of Statistics Malaysia. (2025, February 15). Employment statistics, fourth quarter 2023. Ministry of Economy, Department of Statistics Malaysia Official Portal. Retrieved May 4, 2025, from https://www.dosm.gov.my/portal-main/release-content/employment-statistics-fourth-quarter-2023, and IATA. (2023). The value of air transport to Malaysia. In IATA Economic Reports. Retrieved May 6, 2025, from https://www.iata.org/en/iata-repository/publications/economic-reports/the-value-of-air-transport-to-malaysia/

A nation's economy is significantly shaped by the aviation industry. This happens by promoting international connectivity, facilitating trade and contributing significantly to tourism development (Kuz & Miskinis, 2021). Raihan et al. (2024) in his study highlights the pivotal role of aviation industry in Malaysia's economic prosperity. The aviation industry of a nation has a crucial role in facilitating a sustainable growth in terms of economy through trade and promoting tourism (Higgoda & Madurapperuma, 2020). Due to the increasing globalisation and the rise of low-cost carriers, air travel has become more accessible to the public, intensifying the demand for aviation services (Picardo, 2024). However, this growth brings challenges in workforce management. The endurance of a stable and competent workforce to support operational needs becomes increasingly important.

In the context of Malaysia, the aviation sector is marked by intense competition. It ranges with players such as Malaysia Airlines, AirAsia, Batik Air, and Firefly striving for market dominance. This dynamic market has opened up a wide range of career options for aviation employees, allowing them to move between companies based on their preferences, career development prospects, and benefits. The post-pandemic recovery of the aviation sector has also amplified the need for skilled personnel, causing companies to offer competitive packages to attract and retain talent. While this creates opportunities for employees, it also leads to increased turnover as individuals explore better prospects. This evolving landscape places greater pressure on organisations to maintain their workforce through employee engagement and satisfaction initiatives, making talent management a top priority in Malaysia's aviation ecosystem (IATA, 2022; MAVCOM, 2023).

Aviation is known as one of the most dynamic and demanding industries in the world (Gössling & Humpe, 2020). Employees in this field often work in a fast-paced environment which requires high levels of responsibility, alertness and professionalism. Whether it is flight operations, ground handling, or customer service, each role demands consistent performance under pressure. The complexity and safety sensitive nature of the industry highlight the importance of well-rounded staff across all operational levels (Schlichting et. Al, 2023).

From a global perspective, organisations across different sectors are placing more emphasis on human capital as a key element in achieving long-term sustainability. Deepalakshmi et al. (2024) argues that as businesses grow more competitive and technologically advanced, the importance given to employee well-being, job satisfaction and engagement have become central as it relates to organisational performance. Aviation is no exception. In sectors where employee experience and technical expertise are integral to delivering quality service and ensuring safety standards, the need to manage human resources effectively is crucial (Siocon, 2024).The International Civil Aviation Organisation states that aviation industry

continues to evolve with technological advancements and changes in consumer expectation. This has resulted a shift towards the employee performance as well.

In today's ever-changing global work environment, understanding workforce behaviour and decision-making has become increasingly important (Lazarova et al., 2022). Exploring the internal and external factors that influence employees' attitudes toward their careers can help organisations create supportive environments that encourage retention. The International Air Transport Association's Global 2030 Aviation Navigation Plan suggests that as aviation continues to serve as a backbone for global movement and commerce, ensuring the continuity and stability of its workforce remains a key priority.

As the demands of the aviation industry intensifies, the pressure placed on the workforce also increases significantly (Sengur et al., 2022). Adapting to irregular schedules, coping with demanding passengers, and maintaining compliance with strict regulatory requirements are some of the challenges faced by aviation workers today (Sun et al., 2024). This leads to a developing phenomenon called turnover intention, which means that a person is consciously and deliberately willing to leave their current job. Turnover intention is often seen as a strong factor of actual turnover behaviour and also is influenced various factors which are contributed mainly by the nature of a particular industry (Al-Suraihi et al., 2021). Aviation industry is an industry where service delivery and safety are relied on skilled personnel. Understanding what drives turnover intention is crucial for maintaining an organisation's stability and performance (Tabakovic et al., 2024). Thus, addressing the root cause of turnover intention becomes vital as it ensures consistent service quality and operational service industry. As per the argument of Paraschi (2022) which states that the aviation sector continues to face workforce related challenges, a deeper understanding of factors influencing employee's desire to stay or leave is essential to develop effective strategies for long term sustainability.

1.2 Problem Statement

Currently, high employee turnover is an ongoing problem and challenge for the aviation industry (Mansour & Azeem, 2024; Rawashdeh et al., 2022). The aviation industry has been facing a higher turnover rate than other industries due to the changing priorities of airlines in terms of workload, work environment, and other work-related stresses (Mansour & Azeem, 2024). News from The Edge Malaysia showed that Malaysia Airlines has reduced its capacity by 18% to solve issues of aircraft, spare parts and labour (Kang, 2024). Furthermore, Malaysia Aviation Group (MAG) Managing Director Captain Datuk Izham said the problem of staff shortages continues to exist and will never completely end (Yusry, 2024).

Employee turnover for 2021, 2022, and 2023 is recorded in the MAG Sustainability Report 2023. It shows a decline in staff from 1,347 in 2021 to 997 in 2022, followed by an increase in turnover to 1,025 in 2023 (Malaysia Aviation Group, 2024).

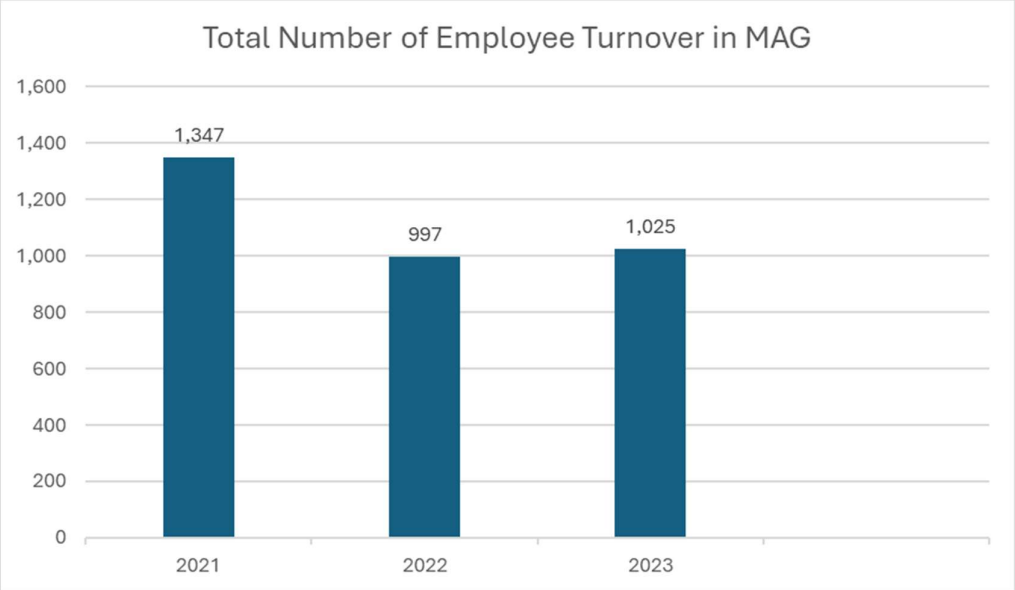


Figure 1.3. Total Number of Employee Turnover in MAG. Adapted from Malaysia Aviation Group. (2023). *Sustainability report 2023*. https://malaysiaaviationgroup.com.my/content/dam/mag/en/sustainability/sustaina

bility-publications/sustainability-reports/MAG%20Sustainability%20Report%202023.pdf

In the aviation industry, psychosocial issues together with intensified job demands have contributed to increasing turnover rates among employees (Mansour & Azeem, 2024; Salama et al., 2022). Tabakovic et al. (2024) also stated that employees in the aviation industry struggle with career prospects and work-related stress, which ultimately becomes the reason for them to leave. Folke and Melin (2024) state that the aviation industry is one of the most dynamic and demanding sectors by requiring employees to work under high-pressure conditions. Due to the nature of this industry, employees are often subjected to extended shifts and irregular working hours which leads to physical and mental stress.

Research by IBS Software published in The Malaysian Reserve, found that 72% of airline or airport employees have encountered threats, offensive language and physical harm in the event of travel disruptions, while 55% reported negative impacts on mental health and 47% on work-life balance (Norazhar, 2024). These findings highlight the high-pressure environment faced by aviation employees. Although such studies have identified key factors linked to turnover intention, the issue remains unresolved. This suggests that current strategies may not fully address the problem. Moreover, with the shift from work-life balance to work-life integration, employees now face even greater challenges in managing personal and professional demands (Chauhan & Rai, 2024). This further complicates efforts to retain talent in the industry.

The shortage of aviation workers in Malaysia has become increasingly evident in recent years. Gimino (2024), writing in The Star, highlights the growing scarcity of pilots and cabin crew in the local aviation industry. According to pilots “Sebastian” and “Wong,” this shortage results in longer working hours and increased stress, as many are frequently recalled to duty. These are some of the factors that further contribute to rising turnover intentions. The article also notes a high demand for

aviation personnel in regions such as the Middle East and Singapore. Kang (2024) supports this by pointing out that airlines like Qatar Airways and Emirates offer significantly higher wages to pilots and cabin crew, making external opportunities more attractive.

A real-life example in 2024 reinforces this issue. An article from the Malaysian Transport Ministry in The Straits Times (2024), showed that 63 out of 411 technical workers left Malaysia Airlines Engineering Berhad, a subsidiary of MAG, for better opportunities abroad (Hassan, 2024). This 15.33% turnover rate signals a significant talent drain. While this case refers specifically to engineering staff, it reflects a broader challenge faced by the Malaysian aviation industry, where competitive pay and benefits from foreign employer's drive talent away (Kang, 2025). Ab Manan, President of the Malaysian Pilots Association, advised MAG to revise its salary packages and welfare benefits. Former Malaysia Airlines Director Kapt Mohd Kamil Abu Bakar told The Sun that increasing pay for skilled workers is essential to retaining talent (Omar, 2024).

An investigation conducted by Malaysia's Civil Aviation Authority has confirmed a shortage of skilled workers in aviation has been linked to maintenance issues and flight disruptions (Ibrahim et al., 2024). The loss of skilled workers has caused several incidents for Malaysia Airlines such as return to home position before take-off (RTC) and return to home airport after take-off (ATB) of the aircraft. According to The Sun, there were 181 RTC incidents and 18 ATB incidents during 2024 (Bernama, 2024). Therefore, a substantial turnover rate not only leads to a loss of human and financial resources but also harms an aviation company's reputation (Chen et al., 2023). Consequences of high turnover include business interruption, deterioration in the quality of service, and additional costs of hiring and training new staff. These challenges are further exacerbated when employees leave due to stress or dissatisfaction, which can lead to demoralisation and overwork of the remaining workforce.

It is important to retain aviation personnel as their knowledge and experience help aviation ensure operational efficiency, maintain safety standards, and deliver high-quality services (Khmelyarchuk & Ratushniak, 2024; Wahyudi & Hamzah, 2024). These elements are vital for maintaining a competitive edge and ensuring the safety and satisfaction of passengers. In the aviation sector, employee turnover has raised concerns about employee retention and organisational stability. Understanding the underlying factors that affect turnover intention is crucial for companies to design effective retention strategies (Shahabudin, 2024).

This issue is particularly urgent in Malaysia, where the increase in turnover rates suggests a deeper, systemic problem. Failing to address these issues with targeted strategies might result in negative impacts on efficiency, long-term viability and revenue growth (Al-Suraihi et al., 2021). Due to the identified consequences, Civil Aviation Authority of Malaysia (CAAM) reduce the validity of Malaysia Airlines' air operator certificate (AOC) from three to one year (Tan, 2025).

According to the news from The Star, Datuk Seri Dr Wee Ka Siong mentioned that the lack of focus on attracting local talent to stay with local aviation has led to a rise in technical incidents concerning Malaysian airlines (Lee, 2024). There is a critical need for aviation companies to implement long-term solutions such as offering competitive compensation, improving working conditions, creating clear career development paths, and providing mental health support. Only by addressing the root causes of turnover can the aviation industry ensure a stable and committed workforce moving forward.

It is undeniable to state that Malaysia Aviation Group (MAG) has taken some remedial measures due to the issue of outflow of talent. Since the skilled workers were offered better pay by competitors or are dissatisfied with the local pay system, MAG is endeavouring to reduce the pay gap between employees in the aviation industry and those of other competitors (Kang, 2025). Malaysia Aviation Group CEO Datuk Captain Izham Ismail has mentioned that MAG has given a salary

increment to all its employees twice. From the source provided by Kang (2025), the salaries of MAG engineers were increased four times in the past year and a half. The increment of the salaries allowed the salaries in line with the market. Additionally, Total Rewards Transformation Programme had been introduced by MAG, a programme allows permanent employees to be remunerated based on their performance. While airlines have taken several measures to address the issue, the effectiveness of these efforts remains uncertain. As mentioned by Shukor Yusof, the founder and aviation analyst at Endau Analytics, pointed that the concerns facing was related with the value of ringgit (Kang, 2025). In the face of global instability, the ringgit will be more volatile and vulnerable to fluctuations. Although MAG is putting effort to narrow the pay gap with its rival airlines, but it remains difficult, with average salaries for some of the organisation's employees still below market levels.

1.2.1 Research Gap

While the employee turnover has been extensively investigated across various service industry, there is limited research focusing specifically on the Malaysian aviation industry. Most existing research have examined employee turnover intention in hotel, healthcare and financial service industry. Based on local researchers, Azmi et al. (2022) focus on turnover intention among workers in hotel industry; Harun et al. (2020) focus on role stressors and turnover intention among doctors in public healthcare industry, while Sija (2021) focus on factors influencing the turnover intention in financial service industry.

The aviation industry is characterized by unique operational pressures such as irregular working hours, intense customer expectations, and heightened security concerns, which are not as prevalent in other service sectors (Folke

& Melin, 2024). Therefore, applying a general model of turnover intention without considering the unique nature of aviation industry will provide an incomplete understanding. General models of turnover intention refer to frameworks that emphasize several factors, such as job satisfaction, work–life balance, and organizational commitment which can be widely applied across a wide range of industries. While these models provide a useful benchmark for understanding employee behaviour, but they may fail to consider challenges specific to the aviation industry such as irregular shift and psychosocial stress.

Consequently, there is a must to investigate the factors that affecting turnover intention among the aviation staff. As claimed by former studies, numerous researchers indicated that various variables significantly shape turnover intention, for instance, job satisfaction (Puhakka et al., 2021), organisational commitment (Yan et al., 2021), transformational leadership (Manoppo, 2020), perceived organisational support (Giao et al., 2020), etc. Nevertheless, there is limited research on job embeddedness, organizational citizenship behaviour, and emotional exhaustion combined when linking with turnover intention. These gaps suggest that these proposed factors should be explored and addressed in the literature not only to fill in the gap but also has practical implications.

One of the reasons for the scarcity of studies is the challenge of gaining access to aviation employees. According to Gillet and Tremblay (2021), aviation employees often work irregular schedules, which makes data collection more difficult compared to other service industries. Supporting this, Han et al. (2022) reported facing greater barriers when collecting data from aviation employees. Unlike the hotel sector, where data can be obtained through formal channels, they had to rely on personal contacts to reach aviation employees.

For job embeddedness, it reveals how the nature of aviation industry and the workplace bind to the employees which contribute to the quitting thought. It is vital to study because it combines employees' social ties, perceived fits and sacrifices associated with leaving an organization (Yusoff et al., 2022). This is especially crucial in the aviation context, where a place is not only stressful and high demanding, but also characterized by unique lifestyle like long working hours and strong connections between crews (Ko et al., 2021). Furthermore, the industry specific perks such as high salaries represent significant sacrifices to give up and embedding them in a way that is unique with another industry like hotel or healthcare (Efthymiou et al., 2020). These factors play an important role in binding employees to their job and shaping their willingness to quit or leave. Employees who experience higher job embeddedness are less likely to consider leaving, as their connections and sense of belonging reduce turnover thoughts (Chang and Chen, 2025). In the study done by Chang and Chen (2025), it emphasized when airline employees feel supported, the sense of embeddedness increases and therefore the intention to leave decreases as a result.

While there is a lack of study related job embeddedness with turnover intention in the aviation industry, some of the studies have been conducted in another context. Mashi et al. (2022) had shown that job embeddedness significantly influenced turnover intentions. Huang et al. (2020) also proved that job embeddedness significantly negatively affected turnover intention. However, Martadiani et al. (2022) argued that job embeddedness has no significant influence on turnover intention.

OCB often refers to workers' willingness to carry out tasks outside of their official job description. This means that employees who naturally show OCB are more likely to feel that they are fitting within the team well. As the aviation operations rely heavily on teamwork and collaboration to ensure the safety, employees who go beyond their job responsibility are more integrated to the organizational culture and less likely to quit. Hence, it is

important to study OCB is able to better predict turnover because its discretionary nature (Li & Xie, 2021). Simultaneously, employees with high OCB have lower possibility to leave because they are often supported, which reduces the intention to leave (Shbail & Shbail, 2020).

Hidayat and Tannady (2023) have proven that OCB has negative impact on turnover intention. Nelwan et al. (2024) have appointed that OCB have significantly influenced turnover intention. On the other hand, Sani et al. (2022) has found out that OCB has no significance with turnover intention.

When it comes to emotional exhaustion, it reflects a level of physical and mental burnout caused by long-term work-related pressure where it will usually cause employees to think about resigning because of stress. According to Zhu et al. (2023), emotional exhaustion occurs in situations of increased stress and lack of resources. As a result, it leads to a variety of negative physical and psychological consequences. It is a critical reason influencing turnover intention in the aviation industry, where the employee always faces irregular working hours, intense customer disruption and high job demands. These pressures make emotional exhaustion become common in the aviation industry compared to other industries. A survey conducted by Ahmad (2025) in Pakistan found that 64% of emotional exhausted flight attendant had considered leaving their job. This illustrates that emotional exhaustion and turnover intention are closely linked.

Moreover, emotional exhaustion also plays a role in predicting turnover intention (Saleh et al., 2023). Once employees feel emotionally exhausted, their motivation and commitment to the organization decline. This not only raises turnover risk but also threatens service quality and effectiveness, leading employees to view resignation as a self-protection method.

In previous literature, Wang et al. (2023) has experimented and proved that emotional exhaustion has direct influence with turnover intention. Chan and James (2020) also verified that emotional exhaustion significantly affected turnover intention. Yet, Natalin and Satrya (2021) insist that emotional exhaustion has no significance with turnover intention.

Therefore, this further reinforces the importance of studying job embeddedness, emotional exhaustion, and OCB in relation to turnover intention within the aviation industry. Accordingly, this study means to investigate job embeddedness, emotional exhaustion, and OCB that affects turnover intention among employees in the aviation industry.

By understanding these gaps, addressing the gap is being crucial for Malaysia Aviation Company. It will provide the deeper insights for the organizational behaviour for aviation companies. In addition, airline companies also can provide effective and better strategy based on this study, improving organizational stability and effectiveness. Malaysia Airlines Company will also strengthen its strategy to retain skilled employees and focus on employee turnover.

1.3 Research Objective

1.3.1 General Objective

This study's main goal is to investigate employee turnover intentions in Malaysia's aviation sector and uncover the main factors of employees' decisions to leave or stay with their companies.

1.3.2 Specific Objective

The specific objectives are derived from the general objective to effectively guide the study toward achieving its intended purpose as follows:

1. To find out the relationship between job embeddedness and turnover intention among employees in Malaysia’s aviation industry.
2. To find out the relationship between organisational citizenship behaviour and turnover intention among employees in Malaysia’s aviation industry.
3. To find out the relationship between emotional exhaustion and turnover intention among employees in Malaysia’s aviation industry.

1.4 Research Questions

The following research questions are designed to give a clear direction for our investigation:

1. Is there any relationship between employee's job embeddedness and turnover intentions among employees in Malaysia's aviation industry?
2. Is there any relationship between organisational citizenship behaviour and turnover intentions among employees within Malaysia's aviation industry?
3. Is there any relationship between emotional exhaustion and turnover intentions among employees in Malaysia's aviation industry?

1.5 Significance of the Study

This research adds contribution to existing literature by examining the relationship between Job Embeddedness, Organizational Citizenship Behavior, and Emotional Exhaustion as key factors influencing turnover intentions among employees in Malaysia's aviation industry. While previous research has often focused on turnover intentions in isolation or within different industries, this study takes a more integrated approach by exploring how these psychological and behavioral factors jointly affect employees' decisions to stay or leave. By uncovering the complex interactions between these variables, this study deepens our understanding of the drivers behind turnover intentions in a crucial and competitive sector.

Addressing employee turnover is essential for the stability and growth of the aviation industry, which relies heavily on skilled and experienced personnel. By identifying the key components that influence turnover intentions, the findings of this research can help shape strategic frameworks for talent retention. These insights

can be utilized by industry stakeholders, including aviation companies and policymakers, to develop targeted interventions aimed at enhancing employee engagement and well-being, reducing turnover rates.

This study will be particularly beneficial to aviation organizations and HR practitioners by offering a clearer framework for designing retention programs based on the factors identified. Additionally, it lays a solid foundation for future research, enabling scholars to delve deeper into psychological and organizational dynamics that influence turnover. Future studies may expand on these findings by exploring other sectors, incorporating comparative analyses, or evaluating the effectiveness of intervention strategies across various organizational contexts.

1.7 Chapter Layout

This research consists of five chapters:

Chapter 1: Introduction

This chapter gives a brief description on the research topic, focusing on the issue of turnover intention of employees in the Malaysian aviation industry. The research background is explained, followed by a detailed problem statement. The research objectives, research questions, and hypotheses are outlined. Finally, the significance of the study is discussed to highlight its contribution to the industry and academic field.

Chapter 2: Literature Review

This chapter examines past studies and theoretical foundations related to turnover intention and its influencing factors, including, Job Embeddedness, Organizational Citizenship Behavior (OCB) and Emotional Exhaustion. Relevant theories such as Job Embeddedness Theory (JET), Social Exchange Theory (SET) , and Conservation of Resources (COR) Theory will also be explored. A conceptual framework will be developed to represent the relationships between variables, followed by detailed hypothesis development.

Chapter 3: Research Methodology

This chapter describes the research methodologies applied in the study. It covers research design, sampling method, data collection procedures, research instruments and construct measurements. The chapter concludes with the data analysis techniques used to ensure the accuracy and reliability of the results.

Chapter 4: Research Results

This section provides the research findings and hypotheses. The purpose of this study was to conduct descriptive and scale measurements, reliability studies, and inferential studies. The study involved performing Pearson correlation, multiple linear regression analyses and draw conclusion based on the data collected.

Chapter 5: Discussion and Conclusion

The final chapter presents a review and conclusion of the research findings from Chapter 4. This section provides an overview of the study's findings, main conclusions, interpretations, study limitations, and suggestions for further research.

1.8 Chapter Summary

To sum up, the research has been introduced in this chapter by emphasizing the recurring issue in the Malaysian aviation sector which is employee turnover. Despite growing awareness and efforts to address contributing factors, the problem remains persistent and complex. The background of the study provided insight into the significance of the aviation sector and the challenges it faces in retaining skilled talent, particularly in the context of post-pandemic workforce dynamics. The problem statement further narrowed the research focus, followed by clearly stated research objectives, questions, and hypotheses. The chapter also emphasized the significance of the study in contributing to both academic understanding and practical solutions for the aviation industry. The establishment of the conceptual framework and hypotheses of this research will be supported by a review of important theories and literature in the upcoming chapter.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

Chapter Two gives a comprehensive review of previous research and relevant theories is conducted to support the development of this research. Based on Garrod (2023), a critical literature review's objective is to identify what is already known about a particular topic through existing studies. It also highlights any gaps, limitations, or weaknesses in the current body of research. By doing so, it helps set a definite approach for further research projects.

This chapter's goal is to present appropriate literature that is related to theory. This research project studies turnover intention as the dependent variable, whereas emotional exhaustion, OCB, and emotional exhaustion are the independent variables. In this chapter, related journal articles will be reviewed to find relevant theories that support the research topic. The development of the hypotheses and an analysis of the relationships between the independent and dependent variables will also be among the primary subjects of this chapter. Additionally, the developed hypotheses will form the basis for the conceptual framework. A summary will be presented at the conclusion of this chapter to conclude it.

2.1 Theories

2.1.1 Job Embeddedness Theory (JET)

Setthakorn et al. (2024) mentions that Mitchell introduced Job Embeddedness Theory (JET) in 2001 to better understand why employees choose to remain within an organisation. The theory posits that the more embedded employees are, the less likely they are to leave. Fuchs (2021) further elaborates that this theory includes three primary dimensions: fit, links, and sacrifice. These dimensions are clearly defined by Shah et al. (2020). Links are the ties and relationships that staff members have, whether official or informal with coworkers, groups, and the larger organisation. Fit reflects the perceived compatibility between employees and their work environment, highlighting how well personal values align with organisational culture. Sacrifice involves the perceived losses both tangible and intangible that an employee might experience if they were to leave, such as giving up personal attachments, benefits, or convenience.

Together, these dimensions collectively shape an employee's sense of attachment to their job and organisation. When individuals perceive a strong alignment with their roles and workplace culture, enjoy positive relationships with colleagues, and recognize the potential losses associated with leaving, they become deeply embedded in their positions (Olynick & Li, 2020). Additionally, Shah et al. (2020) notes that external factors such as family ties, community involvement, and lifestyle preferences can also influence the degree of job embeddedness. Consequently, individuals with higher levels of job embeddedness are more engaged with their work and colleagues (link), feel well-suited to their roles and can effectively use their talents (fit), and are mindful of the valuable benefits and opportunities they might forgo if they leave (sacrifice) (Arici et al., 2022). As Kay Yau (2022)

points out, their decision to stay is shaped less by the job itself and more by the broader network of relationships and sacrifices that would be disrupted by leaving. Thus, we can deduce that this theory portrays job embeddedness as a stabilizing force that plays a significant role in reducing turnover intention.

2.1.2 Social Exchange Theory (SET)

The role of OCB in turnover intention for employees can be evaluated by using SET. SET is one of the very fundamental ways to understand the behaviour of a workplace. Exchange is a common and deeply ingrained phenomenon in our daily lives (Ahmad et al., 2023). This occurs not only within organizations but also subtly in interactions with family and friends as well. This theory explains how individuals engage in interactions with the expectation that their contribution will be returned with beneficial outcomes. De Souza Meira and Hancer (2021) states that when employees receive benefits like financial or emotional support at work, they feel a sense of obligation to repay their organization through positive attitudes and improved behaviour. Organisational Citizenship Behaviour (OCB), which covers behaviours like assisting coworkers, being on time, demonstrating initiative, and supporting organisational goals beyond official job duties, is one of the main ways employees demonstrate this repayment (Bolino et al., 2022; Harvey et al., 2018). These behaviours contribute to a healthy organisational culture and improved overall performance. Naz et al. (2020) declares that from the perspective of SET, such discretionary efforts are motivated by a desire to maintain a balanced and fair exchange relationship with the organization.

When employees realise that the organisation or employees value their contribution and provide consistent support, the sense of strong emotional

attachment and loyalty would be born (Ahmed et al., 2021). This if continued would lower employee intention to leave, as they feel that their presence and efforts in terms of work is being appreciated and reciprocated.

However, from the opposite perspective there is also a possibility for employees to leave when things go south ways. Perkins (2023) states that if employees feel that their extra efforts are overlooked or that the exchange is one-sided, they may gradually withdraw their involvement and begin to consider leaving the organization. Thus, Social Exchange Theory helps explain how positive workplace exchanges foster OCB and reduce turnover intention (Elstad et al., 2011). By maintaining fair and supportive work environments, organizations, particularly those in high-pressure sectors can encourage reciprocal behaviours and retain committed employees (Naz et al., 2020).

2.1.3 Conservation of resource theory

The Conservation of Resources (COR) Theory describes how people work to acquire, hold onto, and safeguard priceless resources that are necessary for their daily lives and well-being (Demerouti, 2025). These resources may include time, emotional energy, personal resilience, social support, and job-related rewards. According to Chen et al. (2015), stress develops when people believe they could lose resources or don't get resources back after making a large investment. Demerouti (2025) further explains that people with fewer resources are more vulnerable to additional losses. Initial resource depletion can also trigger a continuous cycle of loss, known as the loss spiral. In organizational settings—especially those involving high emotional demands—this theory is particularly relevant in explaining employee burnout and emotional exhaustion (Edú-Valsania et al., 2022).

In the context of employee turnover, COR theory suggests that emotional exhaustion occurs when employees feel tired, drained, and emotionally worn out due to their inability to replenish mental and emotional energy. As emotional exhaustion intensifies, individuals begin to feel that the demands of their job exceed the resources they have left to cope (Cafasso, 2023). According to Haq et al. (2022), employees often initiate self-protective strategies to prevent further psychological harm. In this context, such strategies may include withdrawing from the workplace environment. Turnover intention can therefore be seen as a logical and defensive reaction aimed at conserving the remaining emotional and psychological resources of the employee (Saleh et al., 2023). Nguyen et al. (2023) supports this view, stating that quitting becomes a coping mechanism for employees to protect what little resources they have left when emotional exhaustion reaches a high level. COR theory emphasizes that when resource loss is not counterbalanced by resource gain, individuals are more likely to disengage and consider leaving their jobs to halt the depletion process (Liu, 2024). Liu (2024) further adds that continuous loss of personal strengths—such as resilience and wellbeing—can prompt employees to consider quitting as a means of self-preservation.

Therefore, Conservation of Resources Theory provides a strong theoretical foundation for understanding how emotional exhaustion contributes to turnover intention. Without sufficient recovery or reinforcement of resources, individuals in emotionally demanding roles are more likely to perceive quitting as the only way to regain control over their wellbeing.

2.2 Review of Literature

2.2.1 Dependent Variables: Turnover Intentions

Turnover intention has been studied for decades within the fields of organizational behaviour and human resource management. As defined by Tett and Meyer (1993), the term turnover intention describes an employee's conscious decision or plan to leave their current job or organization. Similarly, Saufi et al. (2023) describe this term as an employee's desire to relocate or quit their current job in pursuit of better employment possibilities. Moreover, it has been widely regarded as the primary indicator of actual employee turnover.

Interest in this topic began to grow with the development of structured models aimed at explaining why employees begin to consider resignation. Early research focused mostly on organisational commitment and job satisfaction as the main variables affecting turnover. During the 1960s and 1970s, turnover research gained formal recognition with Mobley's (1977) work, which explained how dissatisfaction and disappointment could lead to turnover intention and, eventually, actual turnover behaviour. Mobley proposed the theory of linear sequences to describe this process.

Turnover intention has long been recognized as the most reliable predictor of actual employee turnover (Hom et al., 2017; Lazzari et al., 2022; Steel & Ovalle, 1984). In line with this, Ajzen's (1991) Theory of Planned Behaviour supports the notion that intention is the strongest predictor of actual behaviour, including the decision to resign. As such, measuring turnover intention is crucial for organizations, as it provides valuable insight into potential employee departures. A clear understanding of employees'

intentions allows employers and policymakers to design and implement effective interventions aimed at reducing actual turnover (Lazzari et al., 2022).

Subsequent research has expanded the concept to explore how internal organizational factors influence employees' decisions to leave, even before any actual resignation occurs. For instance, Price and Mueller (1981) extended Mobley's framework by identifying organizational commitment, job satisfaction, and pay levels as significant predictors. They emphasized how internal organizational structures and policies shape employee attitudes, which in turn influence the intention to leave. While traditional theories continued to explore turnover intention, Mitchell et al. (2001) introduced the Job Embeddedness Theory (JET) as a framework for understanding and preventing turnover.

Today, turnover intention is a pressing issue for many organizations, especially in service-driven industries such as the airline sector. This is due to the nature of the roles assigned, high training costs, and the critical importance of customer satisfaction and operational safety—factors that directly affect employee performance evaluations. Numerous studies have shown that turnover intention is influenced not only by job satisfaction but also by organizational commitment, work-related stress, perceived organizational support, and limited career development opportunities (Ali & Anwar, 2021; Ma et al., 2021; Pratama et al., 2022; Salama et al., 2022). High turnover intention is often associated with decreased performance, reduced team morale, and increased recruitment costs, posing a challenge to long-term organizational sustainability.

Employees in the aviation industry, from frontline workers to technical and administrative staff face various occupational stressors that contribute to turnover intention. Frontline staff such as flight attendants, ground crew, and

customer service agents often interact with large numbers of passengers over extended periods and are required to engage in emotional labour (Mansour & Azeem, 2024). Additionally, they frequently endure short breaks, irregular working hours, and demanding service requirements, all of which add to their workload and stress levels (Mansour & Azeem, 2024; Nyberg & Wiklund, 2017). These challenges often disrupt work-life balance and elevate stress and burnout levels. Over time, the demanding nature of the job can foster a growing desire to leave the industry, thereby increasing turnover intention (Üngüren et al., 2024).

Simultaneously, back-end roles in departments such as administration, finance, and operations also face challenges. Following the COVID-19 pandemic, pressures have increased in areas such as operational management, financial control, and customer service.

2.2.2 Independent Variable: Job Embeddedness

The ideology of job embeddedness (JE) was initially presented by Mitchell et al. (2001), who described it as a broad constellation of factors that affect employee's retention. Unlike traditional turnover models that examine why employees leave, job embeddedness highlights the reasons why employees choose to stay. In simple terms, JE helps explain why individuals remain in their current jobs instead of leaving.

According to Orie and Semeijn (2021), JE can be conceptualized as a network of forces that reduce the likelihood of leaving an organization. It is commonly divided into two categories: internal JE and external JE. Ampofo and Karatepe (2021) further classified these dimensions as on-the-job embeddedness (on-the-JE) and off-the-job embeddedness (off-the-JE). On-

the-JE refers to work-related factors such as job skills, relationships with colleagues, and support from supervisors that encourage employees to stay. In contrast, off-the-JE includes non-work-related factors such as favourable living conditions, strong family ties, or personal commitments. This study focuses on on-the-JE, as it has been shown to have a stronger influence on predicting turnover intention (Ampofo & Karatepe, 2021).

Chang and Chen (2025) have also described JE as the degree to which a person remains in their current role because of social connections, job fit, and the perceived cost of quitting. Accordingly, JE comprises three core dimensions: links, fit, and sacrifice (Ampofo & Karatepe, 2021; Martadiani et al., 2022; Nugroho & Afifah, 2021; Obeng et al., 2024; Yusoff et al., 2022). These components are essential in understanding why employees remain within an organization. “Links” refer to interpersonal connections within the organization, such as relationships with supervisors and colleagues. “Fit” reflects the alignment between the individual’s values and the organization’s culture. Finally, “sacrifice” pertains to the perceived loss of benefits, relationships, or career opportunities if the employee were to leave (Ampofo & Karatepe, 2021).

Numerous studies have shown that job embeddedness has a negative correlation with turnover intention. For example**,** Setthakorn et al. (2024) found that higher levels of JE correspond to lower turnover intention. Chang and Chen (2025) also supported this by stating that JE reduces turnover by increasing the uncertainty involved in making the decision to leave. In essence, JE plays a critical role in employee retention (Nguyen et al., 2023). Similarly, Khan and Jan (2025) emphasized that because high JE increases engagement and decreases the urge to leave, workers who have a strong sense of belonging to their companies are less likely to leave.

Nguyen et al. (2023) further explained that the three components of JE; links, fit, and sacrifice play a significant role in reducing turnover intention. For instance, the more interpersonal connections (links) an employee has, the greater their sense of belonging. A strong fit between an employee's values and the organization's culture fosters deeper alignment and commitment. Meanwhile, the perception of high sacrifice such as losing benefits, work relationships, or growth opportunities makes voluntary turnover more difficult to consider (Fuchs, 2021; Nguyen et al., 2023). Employees with high levels of JE develop a sense of obligation and attachment to their workplace, making it emotionally and professionally challenging to disengage (Setthakorn et al., 2024).

In the perspective of the aviation industry, employees often face unique challenges, including demanding workloads, irregular schedules, and long hours away from home. Eslamlou et al. (2021) suggested that job embeddedness serves as an effective retention strategy for airline employees, particularly cabin crew members. Cabin crew with high JE typically report strong, positive relationships with colleagues and supervisors, as well as a good fit between their personal values and job requirements. This strong sense of connection and alignment makes them perceive the losses associated with leaving such as relationships, benefits, and role satisfaction as too significant (Eslamlou et al., 2021). Consequently, these employees are less likely to express turnover intention.

2.2.3 Independent Variable: Organisational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour (OCB), an individual behaviour, was originally introduced by Bateman and Organ (1983). The concept emerged from the observation that employees typically make voluntary contributions,

such as consistently helping colleagues, even though there are no formal incentives for this action. As stated in the study by Organ (1997), OCB refers to voluntary individual actions that are excluded from the formal recognition system, generally dedicated to the effective functioning of the organization. The definition illustrates that OCB is voluntary, not being rewarded, and an advantage for the organization. While OCB actions have potential rewards, such as raises and promotions, they are not formally acknowledged or guaranteed as they are voluntary and are not specified in the employee's contractual obligations (Ahmed, 2016). According to Podsakoff et al. (2000), OCB plays a vital role in improving organizational performance by increasing colleague productivity, coordination, and morale. Knez et al. (2019) have classified that there are 5 dimensions of OCB, which are altruism (always being readily to help others), conscientiousness (demonstrates diligence and a strong work ethic), sportsmanship (maintains a positive attitude toward organizational practices), courtesy (considers the impact of colleagues actions), and civic virtue (responsible and proactive involvement in the organization's activities and overall well-being). Since OCB is associated with employee performance, it becomes crucial for organizations. Fan et al. (2023) stated that organizations will gain an advantage in situations where employees exceed their formal job requirements. Hence, the presence of organizational citizenship behaviour is particularly important for organizations to function effectively and productively (Ahmed, 2016).

Similarly, OCB also improves organizational development by creating a positive psychological work environment to support organizations' core activities (Fan et al., 2023). As Kang and Hwang (2023) stated, in workplaces with OCB, retention of the organization will be strong because of the smooth coordination between coworkers. In addition, several studies have examined the link between OCB and employee turnover intention. The results indicate that turnover intention is significantly and negatively impacted by OCB. Abror et al. (2020) and Fan et al. (2023) both identified that lower turnover intention occurs when the employee has performed with

OCB. This is because OCB cultivates the sense of belonging among employees, allowing them to feel valued and recognized. As a result, employees' turnover intention tends to decrease. According to Li and Xie (2021), employees who have the engagement with expressing their opinion and foster the functional change to their organization, they can perceive a sense of control in their workplace. This action able to align employees' personal and organizational goals

Li and Xie (2021) pointed out that a decline in organisational citizenship behaviour (OCB) levels is seen as a sign of employee turnover. Compared to reduced performance or poor performance, a decrease in OCB has a direct negative impact on individuals. Therefore, when individuals intend to leave their jobs, reducing their additional roles rather than affecting their work quality will be the best choice. Therefore, it can become a predictive indicator of OCB related to turnover intentions. Not only for that, Suwandi and Badrianto (2024) has stated that organizational citizenship behaviour causes the outcome of improve efficiency, team performance and job satisfaction which leads to the decline of the employee turnover intention. When the employee was satisfied with their job, it will exhibit more OCB and lower their turnover intention.

As stated by Aripin and Ali (2023), the service industry has always emphasized efficiency and productivity, which can be improved through employee involvement in OCB. Among the service industries, the aviation industry is one that relies heavily on service quality, as it effects on the profitability and long-term viability of a company (Xie et al., 2024). As a result, the existence of OCB will be crucial for its improvement of service quality in the aviation industry. Not only for the organization, but OCB is also necessary to ensure effectiveness and efficiency as well (Long et al., 2022). High -pressure environments often are existing in the aviation sector, as flight attendants are required to work in an irregular schedule. Thus, the conflict between flight attendants is inevitable due to the diversity of the

workforce. As an element of Organizational Citizenship Behaviour (OCB), service-oriented OCB is essential for maintaining the effectiveness and efficiency of work teams.

2.2.4 Independent Variable: Emotional Exhaustion

Burnout is a psychological condition that often occurs under the stress of work and is a reflection of specific working conditions (Saleh et al., 2023). Emotional exhaustion, one of the core components of work-related burnout, defined as the depletion of employees' psychological needs and emotional resources when they are subjected to excessive work pressure and rigorous job demands (Lee & Cho, 2020; Lee et al., 2022; Wang et al., 2023). As a core element of job-related burnout, emotional exhaustion impairs an employee's capability to function effectively at work. This resulting in loss of energy and leaving individuals with insufficient resources to meet the job demands (Saleh et al., 2023).

Saleh et al. (2023) has revealed that emotional exhaustion in the workplace is inevitable and affects individuals at all levels of an organisation, from frontline staff to upper management. The study also mentions that employees who often feel isolated in challenging organisational environments and lack connection with colleagues and supervisors are more likely to experience emotional exhaustion. From the organizational perspective, emotional exhaustion has significant implications for productivity and retention (Atalay et al., 2022). Employees are less inclined to participate in their work and perform optimally when they are emotionally drained (Chen et al., 2020). Therefore, emotional exhaustion has been linked with a range of outcomes such as increased absenteeism, higher health care costs, and decreased productivity (Lee et al., 2022).

In the aviation industry, emotional exhaustion is prevalent because of high requirements and for employees. As Gemmano et al. (2024) mentioned in their study, aviation workers experience financial worries and job insecurity because of fewer flights, leading to deductible in income. Financial instability is one of the well contributors to emotional exhaustion, this concept has been proven by Ryu and Fan (2022). Hence, the deduction on the income may cause the employee have the financial concern that led to the emotional exhaustion.

According to Mansour and Azeem (2024), flight attendants must engage in emotional labour and spend a lot of time interacting with passengers, which represents the need to display appropriate emotions commensurate with the job. Employees with high emotional demands should always play the role of 'smile factory', such as hospitality workers and flight attendants (Mansour & Azeem, 2024). These demanding conditions create fatigue and stress in employees, heightening the likelihood of emotional exhaustion in airline jobs.

In the study by Gedik et al. (2023) shown that emotional exhaustion has also been identified as one of the most significant factors contributing to turnover intention, as it will weaken the psychological and emotional resources they need to cope with the stresses of the job. According to Atalay et al. (2022), when emotional exhaustion occurs, it reduces individual's cognitive and physical abilities such as concentration, attention and memory. Hence, the capability of the individual has been diminished and unable to fulfil the essential job responsibility. Finally, the emotional level increases as a result. When an individual is harmed in this situation, it can lead to the consequences of leaving, which means that the employee will have the intention of resigning from the current organisation. Therefore, emotional exhaustion negatively influences employee's job performance and indirectly affect turnover intentions through job satisfaction (Lee et al., 2022).

2.3 Proposed Conceptual Framework

The link between JE, OCB, EE, and TI among employees in Malaysia's aviation sector is depicted in Figure 2.1. According to the literature review, the proposed research framework proposes that the dependent variable (DV) will be turnover intention, and the independent variables (IVs) would be job embeddedness, organisational citizenship behaviour, and emotional exhaustion. The aim of this study is to examine the ways in which these three IVs influence employees' intentions to leave the aviation sector.

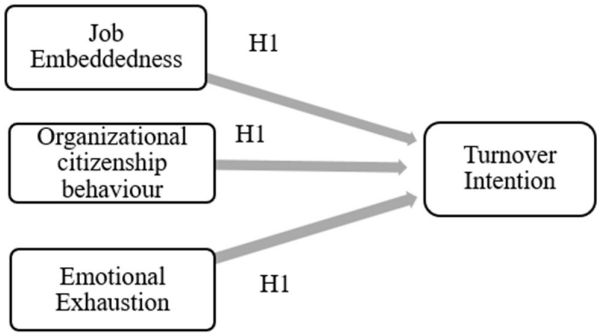


Figure 2.1. Proposed Conceptual Framework for this study

2.4 Hypothesis Development

2.4.1 The relationship between job embeddedness and turnover intentions.

JE has emerged as one of the most influential factors in explaining employee retention, as it shows the degree of individuals connected to their jobs thru fit, link and sacrifice (Feldman et al., 2012; Halbesleben & Wheeler, 2008; Shah et al., 2020). The studies of Jingjie et al. (2024) and Setthakorn et al. (2024) further explain how this factor influences turnover intention. Their studies have justified that employees who have strong alignment with organisational values are deemed as fit, while the close workplace and community relationships are to be said as links. Sacrifice is the losses associated with an employee leaving. When these there are combines, employees tend not to quit even though they face dissatisfaction.

Jiang et al. (2012)'s study creates a large scale evidence to reinforce this view, by drawing on data from over 42,000 employees across 65 independent samples. The results showed that JE predicts both turnover intention and actual turnover, beyond traditional predictors like job satisfaction and organisational commitment. This highlights its unique contribution to turnover research and validates its inclusion as a key independent variable. However, not all studies agree. Martadiani et al. (2022) found no significant relationship, suggesting that contextual factors may shape the JE and turnover link.

The aviation industry provides an irresistible context to test JE. Aviation employees face irregular working hours, strong teamwork dependence and

unique lifestyle demands (Ko et al., 2021). Furthermore, aviation careers involve high entry barriers, long training periods and attractive compensation packages (Efthymiou et al., 2020). These indeed increase the perceived "sacrifice" of leaving. In Malaysia, aviation employees also report high social bonding among crews, further embedding them in the organization (Chang & Chen, 2025; Yusoff et al., 2022). These factors indicate that JE may have a particularly strong effect in aviation compared to other service industries such as hospitality or healthcare, where such sacrifices and ties may be less pronounced. Hence, the hypothesis of this study is as follows:

H1: There is a significant negative relationship between job embeddedness and turnover intention.

2.4.2 The relationship between Organisational Citizenship Behaviour and turnover intentions.

OCB refers to discretionary, extra-role actions employees undertake like helping colleagues, demonstrating loyalty and taking initiative. These actions are not formally rewarded but enhance organizational functioning (Louis & Murphy, 2022; Wonda, 2024). OCB is commonly explained by Social Exchange Theory (SET), which suggests that when employees feel valued and supported, they reciprocate through positive behaviours like OCB (DeJoy et al., 2010; Alshaabani et al., 2021). Such behaviours create stronger social bonds and emotional attachment, reducing the likelihood of withdrawal or turnover.

Several studies highlight this negative relationship between OCB and turnover intention. Hidayat and Tannady (2023) found that employees with

high OCB reported significantly lower turnover intention. Similarly, Nelwan et al. (2024) reported a significant effect of OCB on employee retention. However, inconsistent findings exist. For instance Sani et al. (2022) found no significant link, suggesting that OCB's effect may depend on organizational context or culture.

In aviation, OCB is particularly relevant due to the industry's reliance on teamwork and safety-critical collaboration. Flight crews and ground staff must often perform beyond their formal roles to ensure smooth operations and passenger safety. Employees who frequently engage in OCB are likely to feel more integrated into the organizational culture and are less inclined to leave (Li & Xie, 2021; Shbail & Shbail, 2020). This makes OCB an especially meaningful predictor of turnover intention in the aviation industry, where collaborative effort and discretionary behaviours directly influence operational effectiveness. With that in mind, this study as a hypothesis of:

H1: There is a significant negative relationship between organizational citizenship behaviour and turnover intention

2.4.3 The relationship between emotional exhaustion and turnover intentions.

EE is the central component of burnout and is defined as a state of being emotionally exceeded and drained by one's work (Alvarez & Mulligan, 2020; Jeung et al., 2018; Tamilselvan et al., 2023). Conservation of Resources (COR) theory states that employees strive to retain, protect, and build resources, but when work demands continuously exceed available resources, they experience emotional depletion (Hobfoll, 1989). In this state, employees are more likely to disengage from their work, experience reduced

organizational commitment and ultimately consider leaving as a way of self-preservation (Saleh et al., 2023).

The relationship between EE and turnover intention has been consistently highlighted in prior studies. Wang et al. (2023) found that EE directly influenced employees' intention to leave, while Chan & James (2020) also confirmed its significant role in predicting turnover. Similarly, Ahmad (2025) reported that 64% of emotionally exhausted flight attendants in Pakistan had considered quitting their jobs. However, not all studies are unanimous. Natalin & Satrya (2021) found no significant effect of EE on turnover intention, suggesting that contextual factors such as job design, organizational support and cultural setting may moderate the relationship. These inconsistent findings justify the importance of examining EE in underexplored industries, such as aviation.

The aviation industry presents unique stressors that make EE especially relevant. Employees often face irregular and long working hours, jet lag, sleep disruption and constant exposure to customer demands (Zhu et al., 2023). Cabin crew members and ground staff also work in high-pressure, safety-critical environments where errors can have serious consequences. These conditions accelerate resource depletion and intensify emotional exhaustion compared to other service industries like hospitality or healthcare. Over time, exhausted employees may perceive resignation as the only way to restore balance and protect their well-being.

Moreover, EE is not only a psychological issue but also carries broader organizational implications. Exhausted employees are less motivated, less engaged and less capable of delivering high-quality service, which threatens customer satisfaction and safety performance (Alvarez & Mulligan, 2020). For Malaysian aviation companies already facing competitive challenges, retaining emotionally healthy employees is critical to maintaining

operational stability and reputation. Studying EE therefore provides both theoretical insight into turnover mechanisms and practical strategies for aviation managers to mitigate risk. Thus, this study's hypothesis is as follows:

H1: There is a significant positive relationship between emotional exhaustion and turnover intention

2.5 Chapter Summary

This chapter provides a thorough summary of the research variables, including the dependent variable which is turnover intention, and the independent variables which are job embeddedness, organisational citizenship behaviour (OCB) and emotional exhaustion. It contains a thorough analysis of the relevant research, supporting the development of the suggested hypotheses and critically analysing the theoretical framework that guides the investigation. The goal of this chapter is to provide a solid conceptual framework for the study. The methods used for data collecting and analysis will be described in the following chapter.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

With a focus on job embeddedness, organisational citizenship behaviours, and emotional exhaustion, this chapter outlines the research methods used to examine the factors that influenced the intention to leave the aviation industry. This study employed a causal research design and mostly collected data via online questionnaires. This chapter also addresses several significant matters, such as the research design, measurement scales, sampling strategy, data collection techniques, research tools and data analysis procedures. To make sure that the research process aligned with the goals of the study, this part offered an organised summary of it.

3.1 Research Design

The framework of methods and techniques used by researchers to carry out this study is referred to as the research design. (Creswell & Creswell, 2022). The term "research" referred to the systematic collection of data and proof related to a research problem, followed by analysis and the formulation of conclusions based on the results, while considering research methodology (Wisenthige, 2023). This study selected quantitative research in addition to qualitative research to gather numerical data for statistical analysis through structured methods such as experiments, surveys, and statistical studies. Lim (2024) defined quantitative research as the use of measurable variables and quantifiable data to better understand social phenomena. It was especially useful for obtaining objectivity, testing hypotheses, and creating generalisable conclusions while minimising

researcher bias. In the context of this study, which explored the factors influencing turnover intention among aviation personnel, a quantitative method was appropriate since it allowed for the investigation of measurable interactions between its independent variables, such as JE, OCB, and EE. These characteristics were tested using standardised questionnaires, allowing for statistical analysis to identify the degree and relevance of their impact on turnover intention. Unlike the qualitative method, which explored perceptions and experiences in depth, such as exploring and comprehending people's experiences, behaviours, thoughts, and social contexts (Lim, 2024), the quantitative technique allowed this study to detect patterns and correlations across a larger sample, resulting in increased dependability, replicability, and the possibility of broader application of the findings.

In a study that was conducted using a cross-sectional methodology, the researchers assessed both results and exposures in the study participants simultaneously. Participants were chosen based on inclusion and exclusion requirement set for the research (Setia, 2016). A cross-sectional study was conducted to select a sample of employees the Malaysian aviation industry, mainly from MAG and Capital A. In this kind of study, information on the study variables was collected once instead of tracking the participants across time. (Cvetković Vega et al., 2021). Cross-sectional studies were frequently carried out to find out the distribution and frequency of particular traits or behaviours within a community (Wang & Cheng, 2020). For example, a cross-sectional study was carried out to determine how JE, OCB, and EE affected intention of turnover among the employees in the aviation industry.

After gathering the data, the findings were analysed through descriptive statistics, including mean, standard deviation, and frequency distribution (Cooksey, 2020). These statistics used scientific observation to define clearly what, where, when, and how this study occurred. In a descriptive research study, information was gathered to describe a population, occurrence, or circumstance. Descriptive data were typically obtained through the use of survey methods. Therefore, it was the most

effective research approach to determine the impact of JE, OCB, and EE on employees' intention to leave the Malaysian aviation industry.

3.2 Data Collection

Data collection is the systematic processes employed to acquire information for addressing specific research enquiries, testing hypotheses, or evaluating outcomes. It was a key component of the research process as it enabled researchers to collect evidence to formulate conclusions and make informed judgements. Data was classified into two categories: primary data and secondary data.

3.2.1 Primary Data

Primary data was data acquired directly from the original research project and source, which had not been previously published. In other words, primary data was obtained directly from the designated group of respondents. This data was obtained directly from primary sources such as surveys, observations, or experiments. The data collection methods employed in this study were primary, as they entailed the direct gathering of new and unique data. Hence, this study utilised questionnaires as the data collection tool. The researchers collected the latest data from relevant participants to guarantee the acquisition of the most relevant information. The researchers sent survey forms and questionnaires online via a Google Form link, enabling respondents to complete the survey provided. Questionnaires were utilised in this study because they allowed for the effective collection of standardised data from many respondents in a limited amount of time. According to Kuphanga (2024), the quantitative approach

was supported using questionnaires since they offered quantifiable, organised replies that were simple to code. This approach was appropriate for gathering trustworthy and consistent data from a large sample because it also minimised interviewer bias and protected respondent anonymity. Besides, the questionnaire was effective for contacting individuals dispersed over extensive geographical regions or residing in remote areas, achievable through postal and telephone surveys. Prior to that, the researchers obtained authorisation from the company before distributing the survey to employees and acquiring valid data from respondents. Additionally, to get the data appropriately and verify its validity, the researchers received approval from the ethics committee prior to commencing the research. Following the protocols, it became simpler to collect replies from MAG and Capital A as employees could share the link with their colleagues. Consequently, employing this strategy enabled the researchers to obtain all valid results by gathering data from the appropriate respondent group. Upon approval, the questionnaire was distributed online via Google Form. A few employees were given a link to a questionnaire and asked to distribute which are the company's internal communication channels such as WhatsApp and email with the rest of their colleagues. This allowed employees from multiple divisions to access and fill it at their convenience.

3.3 Sampling Design

3.3.1 Target population

The target population was a distinct subset of the larger population that was the primary focus of a study. It denoted a subset of individuals who

possessed characteristics or fulfilled specific requirements (Willie, 2023). Typically, analysing the complete population was impractical; therefore, researchers selected a subset or sample from this group. To guarantee the validity of the study's conclusions, this sample had to accurately reflect the target population. This study concentrated on the major companies in the Malaysian aviation industry as the subject of analysis, such as MAG and Capital A. These personnel were selected based on their direct engagement in the aviation sector and their pertinence to the research variables—job embeddedness, organisational citizenship behaviours, and emotional exhaustion. There were approximately 30,000 personnel employed in the aviation industry, the majority of whom were from MAG and Capital A. This workforce included diverse professions like flight operations, engineering, customer service, ground services, and corporate management. The diversity of MAG's and Capital A's workforce provided valuable insights into organisational dynamics and employee experiences in the airline sector, making it an appropriate and significant demographic for this study.

3.3.2 Sampling Frame and Sampling Location

This study selected MAG and Capital A as the sampling site. This selection relied on the relevance of MAG's and Capital A's workforce to the study emphasis, specifically concerning themes such as the impact of job engagement, OCB, and emotional exhaustion on turnover intention. MAG and Capital A, the leading aviation companies in Malaysia, comprised a diversified array of employees across several divisions and hierarchical levels, providing a substantial sample for data collecting. Executing the study within MAG and Capital A enabled researchers to acquire industry-specific insights, guaranteed that respondents possessed direct expertise

relevance to the study's objectives, and amplified the practical significance of the findings for the airline sector in Malaysia.

3.3.3 Sampling Elements

In this research, the focus was on employees of MAG, the flag carrier of Malaysia, and Capital A. The sample elements were selected through convenience sampling, a non-probability method where participants were chosen according to their accessibility within the target population (Golzar et al., 2022). For this study, convenient sampling was established because both companies have huge and widely distributed employees, making it impractical to reach every workforce through random or quota sampling. Respondents were approached from different functions including areas such as flight operations, cabin crew, ground services, maintenance and engineering, customer service, and admin roles. This was done to make sure that researchers could collect a variety of perspective from different individual. By using this approach, the researchers were able to gather data more efficiently, particularly within limited study's time and resources.

Respondents in this study had to meet certain requirements to assure data relevance and reliability. Only full-time employees were chosen because their ongoing involvement gave more consistent and representative insights into workplace dynamics. Participants also had to have at least one year of work experience in the aviation industry to gain a thorough understanding of organisational cultures. To remain relevant in this study, respondents had to hold positions directly related to aviation operations, such as cabin crew / flight attendant, ground crew (check-in, baggage handling, customer service), pilot / co-pilot, engineering / maintenance staff, administrative / office-based staff, and management / supervisor. Consequently, individuals

who did not meet these criteria were excluded from the study. This method was chosen to reflect the diversity within MAG and Capital A and to capture a holistic understanding of the workforce's perspectives on job engagement, OCB, employee engagement, and turnover intention. By including respondents from various roles and levels within the organization, the study aimed to provide more comprehensive outcomes that were relevant across the different functions of the aviation group.

3.3.4 Sampling Size

The Malaysian aviation industry comprises approximately 30,000 employees, primarily from MAG and Capital A, both of which consist of multiple business units (Capital A, 2024; Malaysia Aviation Group, 2022). To determine the appropriate sample size for this study, we used G Power software, a widely used stand-alone power analysis program in social and behavioural research (Faul et al., 2007) as this study is also mainly based on social and behavioural aspect. Based on the G Power calculation, a minimum of 105 participants was required.

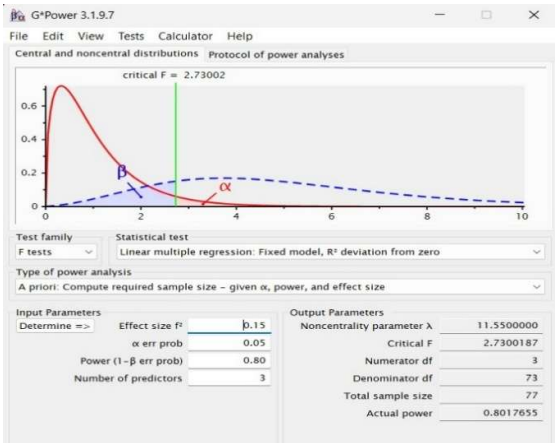


Figure 3.1. G Power Test Result

3.3.5 Sampling Technique

According to Ahmed (2024), sampling techniques were separated into probability sampling and non-probability sampling. Probability sampling involved random selection, which meant that everyone had an equal chance of being chosen. Non-probability sampling involved non-random selection, which was frequently used when it was not feasible or practical. The reason for applying non-probability sampling in this research was because MAG and Capital A were large organizations with more than a thousand employees, consisting of a broad and diverse employee base such as frontliners, technicians, and administrative staff. Hence, it was impossible to reach every staff member for data collection. Based on this, non-probability sampling was more feasible and practical. We applied non-probability sampling methods, particularly the convenience sampling method to gather the data. According to Golzar et al., (2022), Convenience sampling indicates that the researchers use a sample that is readily available and accessible. This method can be used for nearly any type of research. For this study, it was impractical to use quota or systematic sampling due to the substantial workforce of MAG and Capital A, especially considering the nature of work for groups such as cabin crew, pilots, and engineers who often had irregular schedules and were constantly on duty. Convenience sampling was a better technique to get data from personnel who were available at the time of data collection. By doing so, convenience sampling guaranteed that valuable insights were still captured, even while the challenge in availability.

3.4 Research Instruments

3.4.1 Questionnaire design

The questionnaire was divided into multiple sections. In Section A, there were questions on demographic profile including gender, age, job role, length of service, employment type, highest level of education, monthly income, and total working experience. Closed-ended questions were utilized to get basic information from respondents about their demographic characteristics. In contrast, Sections B to E applied the Likert scale to assess participants' attitudes, views, and perceptions, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree) (Koo & Yang, 2025). The reason for choosing seven Likert scales in this study was because the odd numbered scales like above five Likert scales, specifically seven Likert scales, were the most effective when it comes to reliability and validity in gathering data (Kusmaryono et al., 2022). Participants were asked to rate their level of agreement with the presented statement (items) using a metric scale. In Sections B to E, JE, OCB, and EE were independent variables, while turnover intention was the dependent variable. The questions were developed to test the effect of JE, OCB, and EE on turnover intention among employees in the aviation industry.

3.4.2 Pilot study

A pilot study is a preliminary investigation used to test research methods, data collection tools, participant recruitment strategies and other techniques before conducting the main study (Hassan et al., 2006). A pilot study typically used small sample sizes and might have lacked sufficient power to identify statistical significance, leading to either over- or under-criticism

(Von Klinggraeff et al., 2023). The aim of a pilot study was not to address specific research enquiries, but to recognise potential issues within the proposed methodologies. In general, 10–20% of the main sample size was an appropriate proportion for doing a pilot study (Hazzi & Maldaon, 2015). Hence, 38 respondents were selected to participate in the pilot study.

3.5 Constructs Measurement

The study measured independent variables including job embeddedness, organisational citizenship behaviour, and emotional exhaustion in relation to the dependent variable, turnover intention among employees in the aviation industry. The following measures guaranteed that construct measurements were methodical and scientifically sound.

3.5.1 Original of Construct

The questionnaire was developed by adopting prior study questionnaires. The original source of the questionnaire and the amended questions were utilised in this investigation and were presented in Table 3.1 below.

Table 3.1:

The Origin of Construct

Construct	Questions	Adopted From
Job Embeddedness	1. I have an attachment to my job 2. I am unlikely to leave this organization 3. I like my current job very much 4. I am closely tied to this organization	(Zhong & Zhang, 2024)
Organisational Citizenship Behaviour	5. I help my coworkers who are absent to finish their work 6. I help my coworkers when their workload is heavy 7. I take time to listen to my coworkers' problems and worries 8. I go out of my way to help new coworkers 9. I take personal interest in my coworkers 10. I pass along notices and news to my coworkers	(Xu et al., 2022)
Emotional Exhaustion	11. Working all day is really a strain for me 12. I feel emotionally drained from my work 13. I feel fatigued when I get up in the morning and have to face another day on the job 14. I feel used up at the end of the Workday	(Saleh et al., 2023)

Turnover Intention	1. I often want to leave my present airline organization. 2. I do not have a long-term development plan for this airline organization. 3. I am often bored with my present job and want to move to a new company or industry 4. In the next six months, I may leave this airline organization.	(Chang & Chen, 2025)

Source: Developed from questionnaire.

3.5.2 Scale of Measurement

Shukla (2023) stated that scales of measurement were employed to accurately depict variables in scientific inquiry. The measurement scale of a variable was crucial in identifying the appropriate statistical methodologies and procedures for data analysis. The measurement scale categories were classified into metric and non-metric, encompassing four dimensions: nominal scale, ordinal scale, interval scale, and ratio scale. This study incorporated three distinct measurement scales: nominal, ordinal, and interval.

3.5.2.1 Nominal Scale

According to Shukla (2023), the nominal scale neither executed numerical operations nor provided an ordering for data classification. Nominal scale data represented qualities categorised by name, which could not be ordered

or compared. A nominal scale was employed to categorise variables that could not be organised in a hierarchical sequence. Nominal scales consisted of variables with two or more categories that lacked inherent ordering, for instance, gender. This question lacked a numerical value, as it merely served as an item for respondents to select groups. Section A employed a nominal scale to categorise the genders of respondents, as illustrated below.

Example of Nominal scale:

- Male
- Female

3.5.2.2 Ordinal Scale

An ordinal scale involved a systematic arrangement or ranking of things, reflecting their relative positions. Ordinal scale data occupied an intermediary position between qualitative and quantitative data, characterised by a specific order dictated by its placement on the scale (Shukla, 2023). An ordinal scale lacked a substantive numerical measurement but could be arranged in a sequence. Age range and educational attainment were examples classified under the ordinal scale. In both instances, participants selected their answers according to a specified ordinal ordering interval.

Example of Ordinal scale:

Higher Educational Qualification:

- Diploma
- Bachelor’s degree

▪ Master's degree

▪ Others, please specify _____

3.5.2.3 Interval Scale

Interval scale data constituted numerical data. The term "interval" indicated "a space between." Interval scale measurements possessed both an order and a quantifiable degree of difference (Shukla, 2023). The Likert scale was one of the often-employed interval measurement tools. It was measured using various scales, including a range from one to seven. In this study, a seven-point Likert scale was used in Sections B to E to measure levels of agreement, ranging from "strongly disagree" to "strongly agree". The replies were assigned numerical values reflecting the level of agreement.

Table 3.2:

The Example of Questionnaire

No.	Questions	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1	I often want to leave my present airline organization.	1	2	3	4	5	6	7
2	I do not have a long-term development plan for this airline organization.	1	2	3	4	5	6	7

3	I am often bored with my present job and want to move to a new company or industry	1	2	3	4	5	6	7
4	In the next six months, I may leave this airline organization.	1	2	3	4	5	6	7

Source: Developed from questionnaire.

Level of agreement

1- Strongly Disagree
2- Disagree
3- Somewhat Disagree
4- Neutral
5- Somewhat Agree
6- Agree
7- Strongly Agree

3.6 Fieldwork

To guarantee that the research adhered to ethical norms, the researchers initially sought and acquired ethical clearance from the University. Upon receiving consent, the researchers began contact to secure authorisation from the company involved where the data collection occurred. Data collection started solely upon obtaining agreement from the employees. The questionnaire was disseminated to the employees through email. Furthermore, they were given enough time to finish the questionnaire and were free to select the submission method of their choice. It was important to conduct the data collection process correctly to achieve accurate and dependable results.

3.6.1 Ethical Clearance

Ethical clearance was an important step in ensuring that the research complied with academic and professional standards. The researchers submitted the questionnaire and other relevant documentation to the relevant authority for review and approval. This procedure guaranteed that the study preserved respondents' rights, safeguarded confidentiality, and promoted voluntary participation. All participants received an information sheet outlining the objective of the study, their rights as respondents, and a consent form to indicate their willingness to participate. The study only began once full ethical permission had been granted.

3.7 Data Processing

To turn data into information that could be used, it had to first be processed, evaluated, and interpreted (Vaughan et al., 2021). Data processing is defined as the process of converting unprocessed data into meaningful information. Data checking, data editing, data coding, and data transcription were the main stages in the data processing process.

3.7.1 Data Checking

Initially, there was the process of data checking. This ensured the validity of every questionnaire. The surveys may have lacked legitimacy due to absent information, contradictory responses, and data omissions. Data verification mitigated this situation. A pilot test was able to identify these errors.

Consequently, the surveys were adjusted and refined to improve their reliability. Data processing was important as it facilitated the usability and comprehension of data by converting it into intelligible formats such as documents, graphs, and charts (Olaitan, 2024). Researchers had to ensure that respondents provided complete and correct answers. Following that, any adjustments to the surveys were made to increase dependability.

3.7.2 Data Editing

The subsequent phase involved data editing. The data was altered post-verification to facilitate further inspections and modifications. The inconsistent responses or missing answers of the target respondents were verified, modified, or corrected. Data editing facilitated the reduction of inadequate responses. According to Thrall et al. (2023), data editing enabled researchers to assess accurately and confirm if the questionnaire was comprehensive and operational.

3.7.3 Data coding

The third part of the process was data coding. The coding was performed based on each response in the questionnaire, together with the corresponding detailed data. Table 3.3 below shows how the answers to each demographic question in Section A of the questionnaire were classified.

Table 3.3:

Data Coding for Demographic Profile

No.	Questions	Data Coding
Q1	Gender	- "Male" is coded as 1 - "Female" is coded as 2 - "Missing value" is coded as 99
Q2	Age	- "Under 25 years old" is coded as 1 - "25–34 years old" is coded as 2 - "35–44 years old" is coded as 3 - "45 years old and above" is coded as – - "Missing value" is coded as 99
Q3	Job Role in the Aviation industry	- "Cabin Crew/Flight Attendant" is coded as 1 - "Ground Crew (Check-in, Baggage Handling, Customer Service)" is coded as 2 - "Pilot / Co-Pilot" is coded as 3 - "Engineering / Maintenance Staff" is coded as 4 - "Administrative / Office-based Staff" is coded as 5 - "Management / Supervisor" is coded as 6 - "Other (please specify)" is coded as 7 - "Missing value" is coded as 99
Q4	Length of Service in the Aviation industry	- "Less than 1 year" is coded as 1 - "1-3 years" is coded as 2 - "4-6 years" is coded as 3 - "More than 6 years" is coded as 4 - "Missing value" is coded as 99

Q5	Employment Type	- "Full-time" is coded as 1 - "Part-time" is coded as 2 - "Contract-based" is coded as 3 - "Internship/Trainee" is coded as 4 - "Missing value" is coded as 99
Q6	Highest Level of Education	- "Secondary School" is coded as 1 - "Diploma/Certificate" is coded as 2 - "Bachelor's Degree" is coded as 3 - "Master's Degree or higher" is coded as 4 - "Missing Value" is coded as 99
Q7	Monthly Income Level	- "Below RM2,000" is coded as 1 - "RM2,001-RM4,000" is coded as 2 - "RM4,001-RM6,000" is coded as 3 - "RM6,001-RM8,000" is coded as 4 - "Above RM8,000" is coded as 5 - "Missing value" is coded as 99
Q8	Total Working Experience (All Industry)	- "Less than 1 year" is coded as 1 - "1-3 years" is coded as 2 - "4-6 years" is coded as 3 - "7-10 years" is coded as 4 - "More than 10 years" is coded as 5 - "Missing value" is coded as 99

Source: Developed for research.

In Sections B, C, D, and E, the 7-point Likert scale was used to code each question's response as follows:

- "Strongly Disagree (SD)" is coded as 1
- "Disagree (D)" is coded as 2
- "Somewhat Disagree (SWD) is coded as 3
- “Neutral (N) is coded as 4
- "Somewhat Agree (SWA) is coded as 5
- “Agree (A)" is coded as 6
- "Strongly Agree (SA)" is coded as 7

3.7.4 Data Transcribing

Data transcription was performed last. This step converted raw data into valuable knowledge. SPSS 26.0 was used throughout the entire data processing method to analyse and interpret the collected data efficiently.

3.8 Data Analysis

Data analysis involved the collection, examination, and interpretation of data from many sources to derive results or conclusions (Islam, 2020). Data was subsequently gathered from all relevant sources, research questions were formulated, followed by hypothesis testing and result validation. The data was analysed using IBM SPSS 26.0, as employed by Romano et al. (2020) to evaluate the results. Haddad et al. (2022) also employed this software in their empirical study. This software facilitated several data studies, encompassing descriptive analysis, reliability assessments, multicollinearity evaluations, normality examinations, and inferential analysis.

3.8.1 Descriptive Analysis

Alabi and Bukola (2023) suggested that descriptive statistics were utilized to systematically summarize data by clarifying the interrelations among variables within a sample or population. Descriptive statistics were a critical preliminary step in research and were required to be completed prior to inferential statistical comparisons. Descriptive statistics encompassed variable types (nominal, ordinal, interval, and ratio) together with measures of frequency, central tendency, dispersion/variation, and position.

3.8.2 Reliability test

Reliability denoted the extent of consistency in obtaining identical results when identical indicators or measurement instruments were employed to assess the same variable again. A questionnaire might have exhibited reliability without validity; however, a valid questionnaire was invariably reliable (Mo et al., 2023). Reliability pertained to the stability and consistency of data, as well as the techniques and outcomes in repeated data gathering (Riazi et al., 2023). In 1951, Lee Cronbach established Cronbach's α to assess the internal consistency of surveys, with a threshold of 0.7 or greater signifying an acceptable level. Pearson's correlation coefficient was employed to assess the test-retest reliability. The results consistently ranged between 0 and 1. A greater number indicated increased reliability.

Table 3.4:

Cronbach's Alpha Rule of Thumb

Cronbach's Alpha	Category
$\alpha < 0.60$	Poor
$0.60 \leq \alpha \leq 0.70$	Fair
$0.70 \leq \alpha \leq 0.80$	Good
$0.80 \leq \alpha \leq 0.95$	Very Good

Source: Malhotra et al. (2017). Marketing research: An Applied Approach. Pearson Higher Ed.

Table 3.4 shows that a Cronbach's Alpha value below 0.60 reflects poor reliability. Values between 0.60 and 0.70 indicate an acceptable level, while scores from 0.70 to 0.80 demonstrate good reliability. A range of 0.80 to 0.90 suggests very high reliability, and values above 0.90 represent excellent reliability. Therefore, for the scale to be considered reliable, the Cronbach's Alpha should be greater than 0.60.

3.8.3 Inferential Analysis

Descriptive statistics summarised data, whereas inferential statistical approaches enabled the derivation of significant conclusions and predictions from sample data (Albert, 2023). This study aimed to estimate the unknown population using sampling statistics. These employees originated from several departments, providing a better comprehension of the viewpoints of airline personnel across different departments at MAG and AirAsia Malaysia. Multiple linear regression and the Pearson Correlation Coefficient were used in this study to examine the relationship between the dependent variable: turnover intention, and the independent variables: job

embeddedness, organisational citizenship behaviour, and emotional exhaustion.

3.8.3.1 Pearson Correlation Coefficient

Ikhwan et al. (2024) states that the Pearson correlation coefficient is a statistical method used to measure the linear relationship between two variables. It indicates the degree of their association. The coefficient ranges from -1 to +1, where +1 denotes a strong positive relationship, -1 reflects a strong negative relationship and values near 0 suggest little or no correlation. In this study, the technique was applied to determine whether a correlation existed between the variables. Table 3.5 illustrates the conventional approach for evaluating the correlation coefficient between two variables.

Table 3.5:

The Interpretation of the Strength of Correlation Result

Coefficient Range	Strength of Association
±0.00 to ± 0.10	Very Low
±0.10 to ± 0.39	Low
±0.40 to ± 0.69	Moderate
±0.70 to ± 0.89	High
0.90 to 1.00	Very High

Source: Schober et al. (2018). Correlation Coefficients: Appropriate Use and Interpretation

3.8.3.2 Multiple Linear Regression

Through multiple regression analysis, researchers can determine the relationship between a dependent variable and several independent variables (Sun et al., 2023). As this study focused on three key factors, this method is appropriate for the analysis. Junaidi et al. (2020) also applied this approach in investigating turnover intention. The model was assessed using the Model Summary, ANOVA, and Coefficients tables. The Model Summary provided the R square value, which shows how much of the variance in the dependent variable is explained by the independent variables (Pallant, 2020). The ANOVA table included the F-statistic to evaluate the overall model fit, where a p-value below 0.1 indicated strong explanatory power. Finally, the Coefficients table measured the effect of each independent variable on the dependent variable. Pallant (2020) explains that a p-value below 0.1 indicates a significant relationship.

The equation for the multiple linear regression is as follows:

$Y = \beta0 + \beta1x1 + \beta2x2 + \beta3x3 + \varepsilon$

Where Y = Turnover Intention

$\beta0$ = Intercept term

$\beta1$ to $\beta3$ = regression coefficient representing the effect on each independent variable

x1 = Job Embeddedness

x2 = Organisational Citizenship Behaviour

x3 = Emotional Exhaustion

ε = Error term

3.9 Chapter Summary

This section outlined the research methodology, covering the study design, sampling approach, data collection methods, and research instruments. The questionnaires used in the research technique were used to collect the quantitative data. The questionnaires were created based on research that other scholars had published in journals. This study was significantly impacted by the data collected, which the researchers examined and evaluated in Chapter 4.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

In this chapter, the Statistical Package for Social Sciences (SPSS) application is conducted by using data collected from the last chapter to study and justify the relationship between independent variables, specifically job embeddedness, emotional exhaustion, Organizational Citizenship Behavior and the dependent variable, turnover intention. The target population in this study were employees in the Malaysian aviation industry. This chapter involved descriptive analysis, reliability analysis and Multiple Linear Regression Analysis, along with the result tested would be analyzed and presented through data visualization and data table.

4.1 Descriptive Analysis

4.1.1 Respondent Demographic Profile

The section will discuss the demographic data gathered from targeted respondents which include gender, age, job role, length of service, employment type, highest level of education, monthly income level, and total working experience.

4.1.1.1 Gender

Based on Table 4.1 along with Figure 4.1, a total of 105 respondents were included in the sample. 64 out of 105 participants were male, representing 61.0% of the sample. Whereas the rest 41 participants were female, making up 39.0% of the respondents as a whole.

Table 4.1:

Descriptive Analysis for Gender

Gender	Frequency	Percentage(%)	Cumulative Frequency	Cumulative Percentage (%)
Male	64	61.0	64	61
Female	41	39.0	105	100
Total	105	100.0		

Note. Generated from SPSS results.

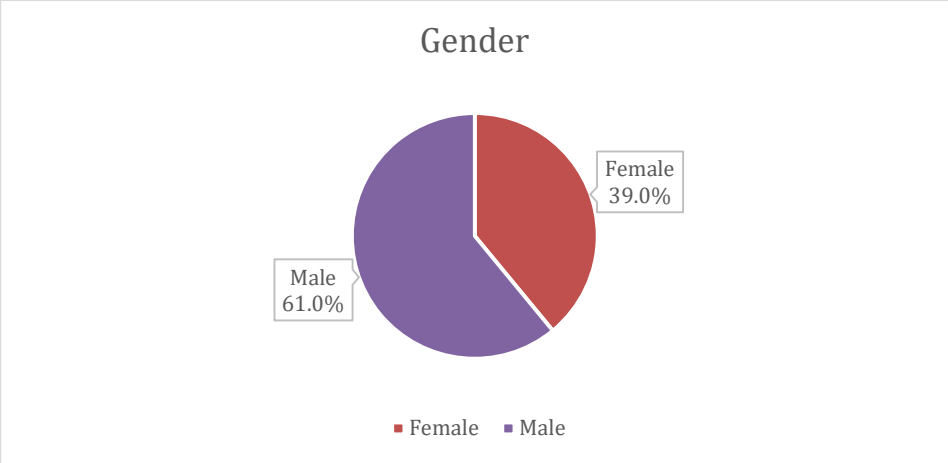


Figure 4.1. Gender. Generated from SPSS results.

4.1.1.2 Age

As shown in Table 4.2 and Figure 4.2, the age group was divided into 5 categories. Out of 105 respondents, 20 respondents fall under the category of under 25 years old, which accounted for 19.0%. The highest proportion, 41 respondents or 39.0% are aged between 25-34 years old. The second largest age group fell within the range of 35-44 years old, which consisted of 27 respondents or 25.7%. Followed by the least age group of respondents, 45 years old and above, which accounted for 17 respondents, 16.2% of the entire respondents.

Table 4.2:

Descriptive Analysis for Age

Age Group	Frequency	Percentage (%)	Cumulative Frequency	Cumulative Percentage (%)
Under 25 years old	20	19.0	20	19.0
25-34 years old	41	39.0	61	58.1
35-44 years old	27	25.7	88	83.8
45 years old and above	17	16.2	105	100.0
Total	105	100.0		

Note. Generated from SPSS results.

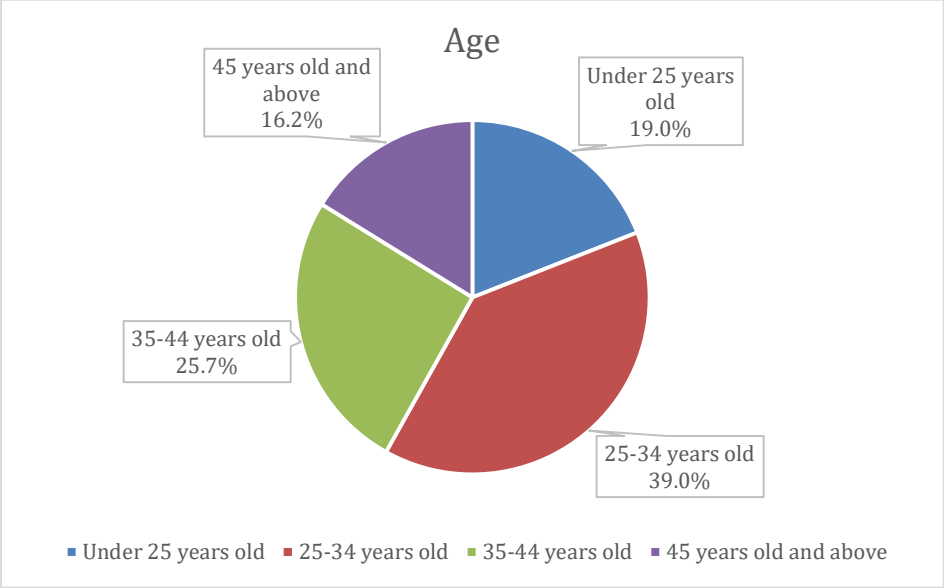


Figure 4.2. Age. Generated from SPSS results.

4.1.1.3 Job Role

Table 4.3 and Figure 4.3 shows that 18 respondents (17.1%) were occupied by cabin crew/ flight attendants. Ground crew represented the small job role category, which comprised 8 respondents (7.8%) of the total. Meanwhile, 15 respondents (14.3%) were made up of pilot and co-pilot. This was followed by engineering/maintenance staff at 12 respondents (11.4%) of the total sample, while administrative/office-based staff at 16 respondents (15.2%). The majority were from the management/supervisor group, which made up 23 respondents (21.9%), and 13 respondents (12.4%) were categorized under "other" roles.

Table 4.3:

Descriptive Analysis for Job Role

Job Role	Frequency	Percentage(%)	Cumulative Frequency	Cumulative Percentage (%)
Cabin Crew / Flight Attendant	18	17.1	17	17.1
Ground Crew	8	7.6	25	24.8
Pilot / Co-Pilot	15	14.3	40	38.1
Engineering / Maintenance Staff	12	11.4	52	50.5
Administrative / Office based Staff	16	15.2	68	65.7
Management / Supervisor	23	21.9	91	87.6
Other	13	12.4	105	100.0
Total	105	100		

Note. Generated from SPSS results.

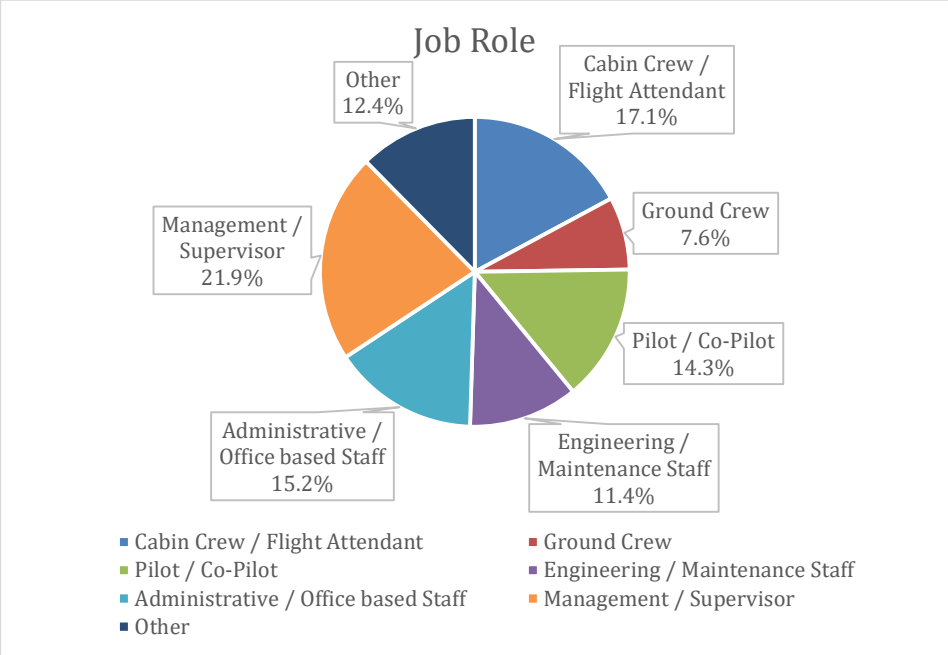


Figure 4.3. Job Role. Generated from SPSS results.

4.1.1.4 Length of Service Aviation Industry

As illustrated by Table 4.4 and Figure 4.4, out of all respondents, most of the respondents were serving 1-3 years in the industry, which was 42.9% (n=45). The second largest service length group was 4-6 years, made up by 29.5% (n=31) out of the total sample. The third largest service length group was more than 6 years, which comprised 27.6% (n=29). Employees that were less than 1 year will not be participating in this study.

Table 4.4:

Descriptive Analysis for Length of Service Aviation industry

Length	Frequency	Percentage(%)	Cumulative Frequency	Cumulative Percentage (%)
Less than 1 year	0	0	0	0
1-3 years	45	42.9	45	42.9
4-6 years	31	29.5	76	72.4
More than 6 years	29	27.6	105	100.0
Total	105	100.0		

Note. Generated from SPSS results.

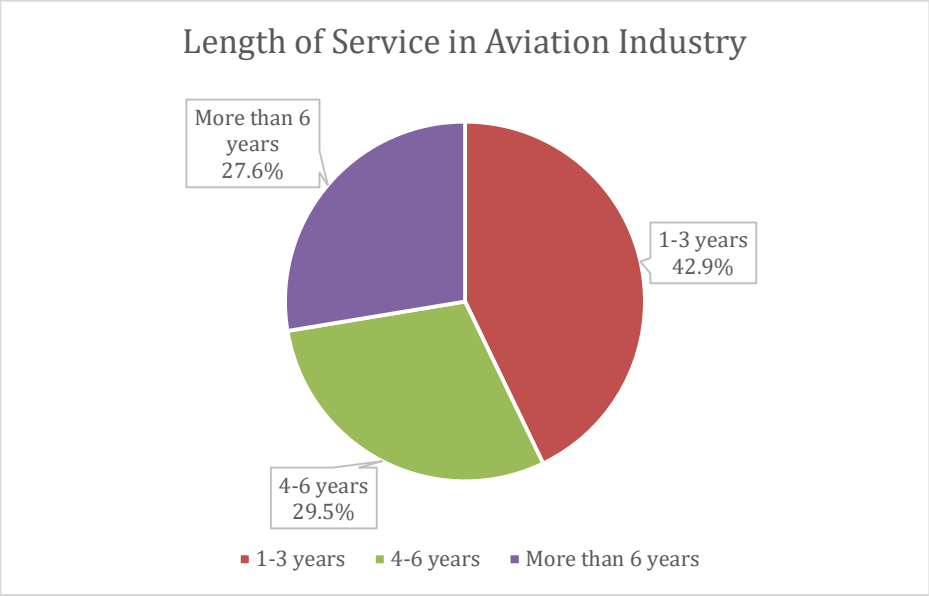


Figure 4.4. Length of Service in Aviation Industry. Generated from SPSS results.

4.1.1.5 Employment Type

According to table 4.5, all the respondents were full-time employees to the company, which make up 100% of the targeted respondents. Apart from that, both part-time and contract-based employees would not be involved in this study because their engagement level to the company are lower than full-time employees.

Table 4.5:

Descriptive Analysis for Employment Type

Employment Type	Frequency	Percentage(%)	Cumulative Frequency	Cumulative Percentage (%)
Full-time	105	100.0	105	100.0
Part-time	0	0	0	0
Contract-based	0	0	0	0
Total	105	100		

Note. Generated from SPSS results.

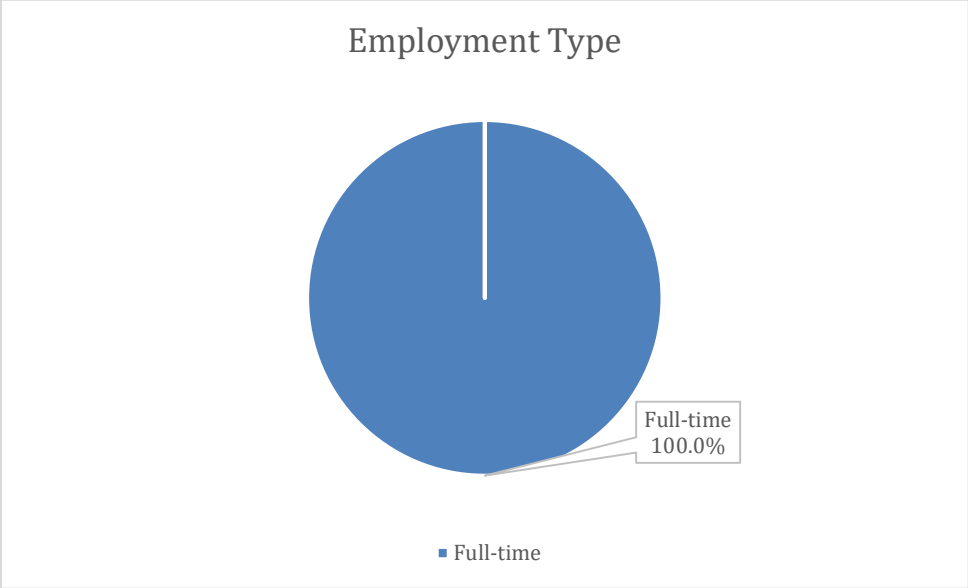


Figure 4.5. Employment Type. Generated from SPSS results.

4.1.1.6 Education

Based on Table 4.6 and Figure 4.6, most of the aviation staff respondents held Bachelor's Degree which comprised 48 respondents or 45.7% of the sample. Diploma/Certificate holders followed at 38 people or 36.2% out of all respondents. On the other hand, Master's Degree or higher formed by 19 respondents or 18.1%. Meanwhile, there is no respondent holding secondary school as the highest education level.

Table 4.6:

Descriptive Analysis for Education

Education	Frequency	Percentage(%)	Cumulative Frequency	Cumulative Percentage (%)
Secondary school	0	0	0	0
Diploma / Certificate	38	36.2	38	36.2
Bachelor's Degree	48	45.7	86	81.9
Master's Degree or higher	19	18.1	105	100.0
Total	105	100.0		

Note. Generated from SPSS results.

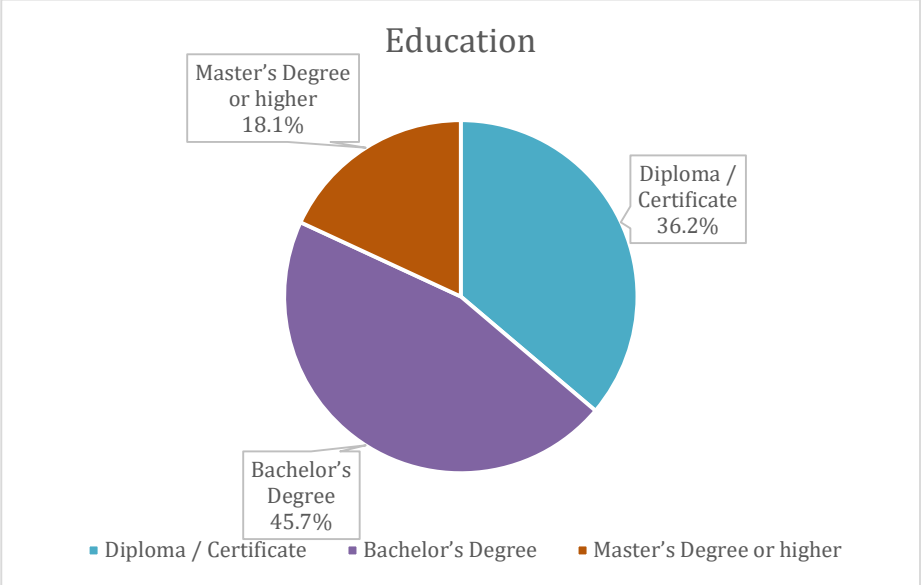


Figure 4.6. Education. Generated from SPSS results.

4.1.1.7 Income

According to Table 4.7 and figure 4.7, the income level distribution among the 105 respondents indicated that 5.7% (6 respondents) of the total sample earned less than RM2,000 monthly. The major group of income level, fell within the range of RM2,001-RM4,000 and RM4,001-RM6,000, were made up by 29.5% (31 respondents) respectively. Then, the group with RM6,001-RM8,000 accounts for 21.9% (23 respondents) and lastly, 13.3% (14 respondents) of respondents earned more than RM8,000 monthly.

Table 4.7:

Descriptive Analysis for Income

Income	Frequency	Percentage(%)	Cumulative Frequency	Cumulative Percentage (%)
Below RM2,000	6	5.7	6	5.7
RM2,001-RM4,000	31	29.5	37	35.2
RM4,001-RM6,000	31	29.5	68	64.8
RM6,001-RM8,000	23	21.9	91	86.7
Above RM8,000	14	13.3	105	100.0
Total	105	100		

Note. Generated from SPSS results.

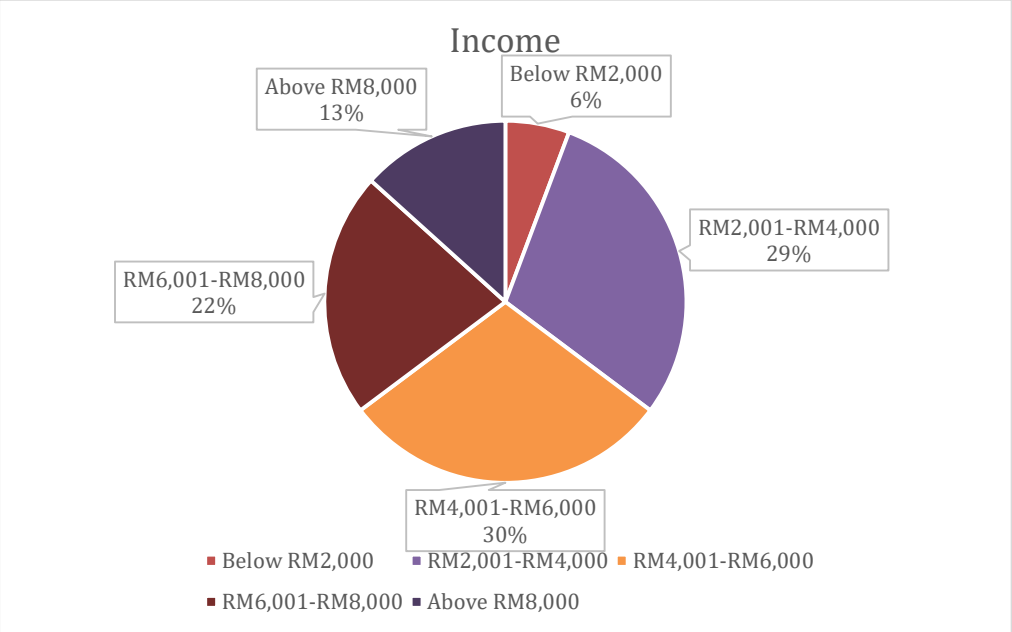


Figure 4.7. Income. Generated from SPSS results.

4.1.1.8 Total Working Experience

Referring to Table 4.8 and Figure 4.8, most of the respondents have been working for 1-3 years, which were 35.2% out of total respondents (n=37). Subsequently, the second highest proportion was 4-6 years working experience, which consisted of 32.4% (n=34). Furthermore, the total working experience of 7-10 years comprised 21.0% (n=22). Additionally, 11.4% (n=12) of respondents fall within the group of more than 10 years total working experience. Lastly, employees that were less than 1 year were not involved in this study.

Table 4.8:

Descriptive Analysis for Total Working Experience

Total Working Experience	Frequency	Percentage(%)	Cumulative Frequency	Cumulative Percentage (%)
Less than 1 year	0	0	0	0
1-3 years	37	35.2	37	35.2
4-6 years	34	32.4	71	67.6
7-10 years	22	21.0	93	88.6
More than 10 years	12	11.4	105	100.0
Total	105	100.0		

Note. Generated from SPSS results.

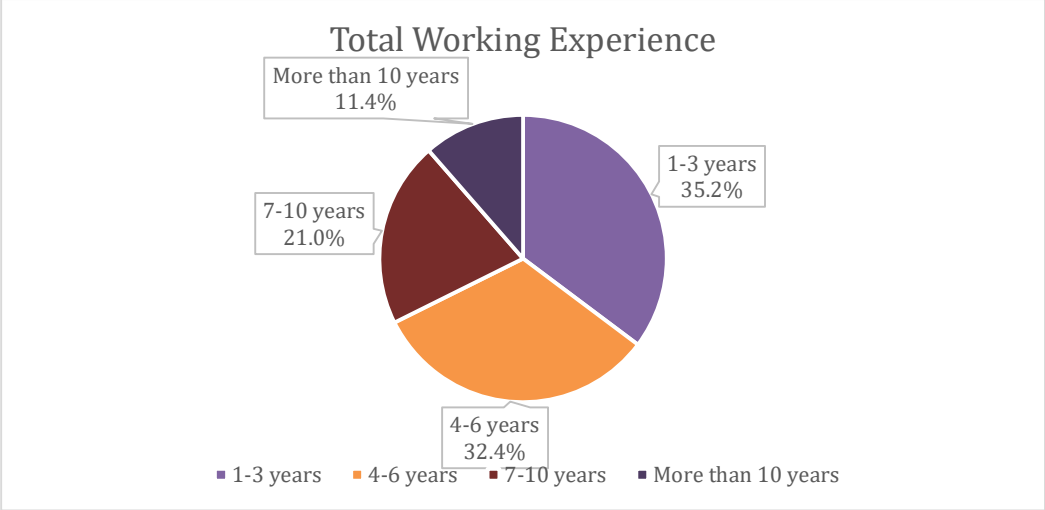


Figure 4.8. Total Working Experience. Generated from SPSS results.

4.1.2 Central Tendency and Measurement of Dispersion for Constructs

In this section, SPSS would be conducted to analyze the data collected from 105 targeted respondents and determine the overall trends and responses. This section focuses on the measurement of central tendencies particularly the mean standard deviation which are based on the independent variable (JE, OCB, EE) and the dependent variable (TI). The outcomes are shown and justified as below:

Table 4.9:

Central Tendencies Measurement

Note. Generated from SPSS results.

Variables	N	Min Statistic	Max Statistic	Mean	Standard Deviation
Job Embeddedness	105	1.00	7.00	4.0548	1.74965
Organizational Citizenship Behaviour	105	1.00	7.00	2.4302	1.18299
Emotional Exhaustion	105	1.00	7.00	5.3643	1.19897
Turnover Intention	105	1.00	7.00	5.0738	1.25140

4.1.2.1 Job Embeddedness

Questions related to Job Embeddedness have been distributed and filled in the survey. In table 4.10, there are the number of responses, mean, standard deviation, mean and standard deviation ranking for each question item. All statements are fully answered by respondents. Based on the table above, all question items are close to 4 in terms of mean. The highest mean score falls within JE1 (I have an attachment to my job), which has a mean score of 4.18. The second largest mean followed by JE2 (I am unlikely to leave this organization) with the mean of 4.09. It is followed by the third biggest mean, JE4 (I am closely tied to this organization), which is 4.08. The smallest mean falls under JE3 (I like my current job very much), which is 3.88.

While in terms of standard deviation, all question items fall under 1.0 to 2.0, showing that respondents have moderate degree of variability in answering the questionnaire. Firstly, the highest standard deviation comes under JE4, which is 1.890. The second highest standard deviation will be JE3, 1.812. The third highest is JE1, which is 1.791 and the lowest was observed in JE2, which is 1.787.

Table 4.10

Job Embeddedness Measurement

No.	Questions	Sample size, N	Mean	Std.Deviation	Mean Ranking	Standard Deviation Ranking
JE1	I have an attachment to my job	105	4.18	1.791	1	3

JE2	I am unlikely to leave this organization	105	4.09	1.787	2	4
JE3	I like my current job very much	105	3.88	1.812	4	2
JE4	I am closely tied to this organization	105	4.08	1.890	3	1

Note. Generated from SPSS results.

4.1.2.2 Organizational Citizenship Behaviour

Questions related to Organizational Citizenship Behavior were asked in the questionnaire after JE. As shown by the table 4.11, OCB3 (I take time to listen to my coworkers' problems and worries) has the largest mean and standard deviation, which are 2.610 and 1.484 respectively. Then, it is followed by the second biggest figure in mean is OCB4 (I go out of my way to help new coworkers), which means 2.581 and standard deviation is 1.336. OCB5 (I take personal interest in my coworkers) ranked third, where its mean and standard deviation 2.419 and 1.440 correspondingly. Subsequently, OCB2 (I help my coworkers when their workload is heavy) then ranked after with a mean of 2.410 and standard deviation of 1.335. Moving on, OCB1 (I help my coworkers who are absent to finish their work) has a mean of 2.314 and standard deviation of 1.211, with OCB6 (I pass along notices and news to my coworkers) coming next at 2.248 for mean and 1.292 for standard deviation.

Table 4.11

Organizational Citizenship Behaviours Measurement

No.	Questions	Sample size, N	Mean	Std.Deviation	Mean Ranking	Standard Deviation Ranking
OCB 1	I help my coworkers who are absent to finish their work	105	2.314	1.211	5	6
OCB 2	I help my coworkers when their workload is heavy	105	2.410	1.335	4	4
OCB 3	I take time to listen to my coworkers' problems and worries	105	2.610	1.484	1	1
OCB 4	I go out of my way to help new coworkers	105	2.581	1.336	2	3
OCB 5	I take personal interest in my coworkers	105	2.419	1.440	3	2
OCB 6	I pass along notices and news to my coworkers	105	2.248	1.292	6	5

Note. Generated from SPSS results.

4.1.2.3 Emotional Exhaustion

Emotional Exhaustion questions were designed in this part. According to table 4.12, the mean is close to 5 and standard deviation range between 1.0 to 2.0. EE1 (Working all day is really a strain for me) demonstrated the greatest mean of 5.38 below these independent variable questions. However, EE1 has the lowest ranking in terms of standard deviation, which is 1.169. This is followed by EE2 (I feel emotionally drained from my work) which is recorded as the second biggest mean with 5.38 and its standard deviation, 1.281. The third largest mean is EE3 (I feel fatigued when I get up in the morning and must face another day on the job) 5.31 with standard deviation of 1.303. Lastly, EE4 (I feel used up at the end of the workday) is recorded as the smallest mean, 5,29, together with its highest standard deviation among all the questions, 1.412.

Table 4.12

Emotional Exhaustion Measurement

No.	Questions	Sample size, N	Mean	Std.Deviation	Mean Ranking	Standard Deviation Ranking
EE1	Working all day is really a strain for me	105	5.48	1.169	1	4
EE2	I feel emotionally drained from my work	105	5.38	1.281	2	3

EE3	I feel fatigued when I get up in the morning and must face another day on the job	105	5.31	1.303	3	2
EE4	I feel used up at the end of the workday	105	5.29	1.412	4	1

Note. Generated from SPSS results.

4.1.2.4 Turnover Intention

Finally, questions for turnover intention were designed to understand respondents' intentions. As per table 4.13, the mean score for TI4 was measured at 5.39 which is the highest mean ranking of all the question items for dependent variable, and the lowest standard deviation of 1.376. Next in line was TI3, which had a mean score of 5.36 and standard deviation of 1.415. TI2 was followed closely with a mean score and the highest standard deviation of 4.81 along with 1.576 correspondingly. At last, TI1 marked as the lowest mean value of 4.73 with its standard deviation of 1.552.

Table 4.13

Turnover Intention Measurement

No.	Questions	Sample size, N	Mean	Std.Deviation	Mean Ranking	Standard Deviation Ranking
TI1	I often want to leave my present airline organization.	105	4.73	1.552	4	2
TI2	I do not have a long-term development plan for this airline organization.	105	4.81	1.576	3	1
TI3	I am often bored with my present job and want to move to a new company or industry.	105	5.36	1.415	2	3
TI4	In the next six months, I may leave this airline organization.	105	5.39	1.376	1	4

Note. Generated from SPSS results.

4.2 Scale Measurements

A reliability test in SPSS software is assessed for the responses gathered from 105 respondents. This test is conducted using Cronbach's Alpha Reliability analysis to study the internal consistency of measurement scales used in the survey and the interrelationships. Table 4.13 demonstrates the reliability result for dependent variables (TI) and independent variables (JE, OCB and EE).

4.2.1 Reliability Test

Cronbach's Alpha in this test was used to assess the internal consistency and stability of the questionnaire distributed. In this study, Cronbach's Alpha value of 0.7 or greater is considered the lowest threshold of acceptable reliability (Taber, 2017).

As displayed in the table 4.14, Job Embeddedness, Organizational Citizenship Behaviour and Emotional Exhaustion fall under the excellent range of Cronbach's Alpha range with 0.972, 0.939, and 0.945 respectively. Whereas for dependent variable, turnover intention scores an excellent result in this test as well. Overall, both independent and dependent variables suggest better consistency since the outcomes are more than 0.8.

Table 4.14:

Cronbach's Alpha Reliability Analysis

No.	Type of the Variable	Name of the Variable	Number of Items	Cronbach's Alpha	Reliability Test
1	IV	Job Embeddedness	4	0.972	Excellent
2	IV	Organizational Citizenship Behaviour	6	0.939	Excellent
3	IV	Emotional Exhaustion	4	0.945	Excellent
4	DV	Turnover Intention	4	0.866	Excellent

Note. Generated from SPSS results.

4.3 Preliminary Data Analysis

Before conducting the inferential analysis, two preliminary data analyses, which are multicollinearity test and normality test, should be performed.

4.3.1 Multicollinearity test

According to Shrestha (2020), In multiple regression analysis, multicollinearity test refers to the situation where independent variables are highly related with each other. The test was processing when the regression equation involves two or more independent variables and test the similarity between the independent variables. Hence, it is necessary to carry out multicollinearity tests in multiple regression equations for this study. In this test, the most common method for detecting multicollinearity, variance inflation factor (VIF) and tolerance value are two techniques that will be carried out.

Based on table 4.15, all Variance Inflation Factor (VIF) values for 3 independent variables are less than 10. Besides, their tolerance numbers are greater than 0.1. This situation indicates that the independent variables do not have multicollinearity issues.

Table 4.15:

Tolerance Value and Variance Inflation Factor (VIF)

Independent Variables	Collinearity statistics	
	VIF	Tolerance
Job Embeddedness	1.014	0.986
Organizational Citizenship Behaviour	1.785	0.560
Emotional Exhaustion	1.802	0.555

Note. Generated from SPSS results.

4.3.2 Normality Test

Before inferential analysis, a normality test is applied for this study. Normality test, a process which is conducted to evaluate whether the sample data from this study follows normal distribution (Paramasivam et al., 2024).

For normality tests, skewness and kurtosis are the methods that are used to assess asymmetry and tailedness of the data distribution. According to Sovey et al. (2022), the value of skewness between -2 and +2, and kurtosis values between-7 and +7 are approximately normal distribution data. Based on Table 4.16, the highest skewness value is 1.278, recorded for Organizational Citizenship Behaviour. In contrast, the smallest number of skewness is -0.875, presented by emotional exhaustion. For Kurtosis, all values are fall between -7 and +7, with the highest value 2.507, shown by organizational citizenship behaviour and the lowest value, -0.901 which is

the value for job embeddedness. Since both skewness and kurtosis values are between their acceptable ranges, this shows the variables of sample data are approximately normally distributed.

Figure 4.9 presents the histogram of turnover intention with normal distribution, indicating whether the data is normally distributed or not. Based on the data displayed in the histogram, which shows the data of dependent variable turnover intention. From the data in histogram, it indicates that the data is following the pattern of normal distribution but a slight left skew. The highest frequency is concentrating around the middle values and fewer data of followers at the lower and higher ends. Although the shape is slightly skewed, the data is still considered approximately normal.

Table 4.16:

Normality Test Result

Variables	Skewness	Kurtosis
Independent variable 1: Job Embeddedness	-.030	-.901
Independent Variable 2: Organizational Citizenship Behaviour	1.278	2.507
Independent Variable 3: Emotional Exhaustion	-.875	1.369
Dependent Variable: Turnover Intention	-.871	1.413

Note. Generated from SPSS results.

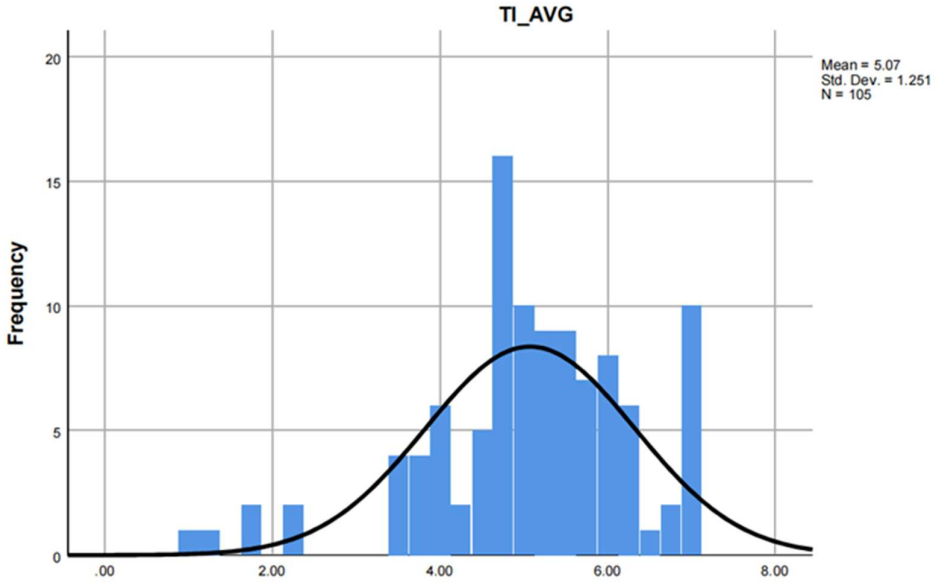


Figure 4.9. Normality Distribution of Turnover Intention. Generated from SPSS results.

4.4 Inferential Analysis

Inferential analysis (inferential statistics) is a technique for testing hypothesis and drawing conclusions from sample data that can be generalized to the population (Ranganathan, 2021). It goes beyond simply describing the sample data, allowing researchers to make broader generalizations about the population.

4.4.1 Pearson Correlation Coefficient

Pearson correlation coefficients, a statistical measure which is applied to examine the association and the strength between two variables (Janse et al., 2021). Table 4.17 shows that job embeddedness has a very weak negative relationship with turnover intention with a correlation coefficient of -0.098. P-value of Job Embeddedness is 0.32 which is higher than alpha value (0.05) shows that this relationship is not significant.

There is a strong negative correlation between Organizational Citizenship Behaviour and turnover intention ($r = –0.626$, $p < 0.001$). With the value of -0.626, it falls within the range of 0.40 to ±0.69. Therefore, the correlation between turnover intention and organizational citizenship behavior is moderately negative. In addition, the p-value (<0.001) is lower than alpha value (0.05) which indicates it is significant. The last variable, emotional exhaustion correlation coefficient is 0.679, showing a strong positive relationship with turnover intention. This relationship is significant since the p-value (0.000) is less than 0.05.

Table 4.17:

The Result of Pearson Correlation Coefficient Analysis Between Independent Variables and Turnover Intention

Independent Variables		Turnover Intention
Job Embeddedness	Pearson Correlation	-0.098
	Significant (2-tailed)	0.32
	N	105

Organizational Citizenship Behaviour	Pearson Correlation	-0.626
	Significant (2-tailed)	0.000
	N	105
Emotional Exhaustion	Pearson Correlation	0.679
	Significant (2-tailed)	0.000
	N	105

Note. Generated from SPSS results.

4.4.2 Multiple Linear Regression Analysis

The purpose of multiple linear regression is to expand on simple linear regression by analyzing how a dependent variable is related to two or more independent variables (Roustaei, 2024). In this study, the three independent variables which are job embeddedness, organizational citizenship behavior, and emotional exhaustion have the relationship with the dependent variable, turnover intention in Malaysian Aviation Industry.

In the table 4.18, adjusted R-squared value has resulted as 0.527 which indicates that 52.7% of the turnover intention in Malaysia Aviation Industry is interpreted by the three independent variable, which are job embeddedness, organizational citizenship behavior and emotional exhaustion. The remaining of 47.3% of the variation in the turnover intention in Malaysia Aviation industry is interpreted by other factors.

Next, R-squared(R^2), also known as coefficient of determination, is a method that independent variables measure how well the variation in the

dependent variable (Gao, 2023). 0,540 R^2 in the result represents 54% of the variation in turnover intention in Malaysia Aviation is influenced by job embeddedness, organizational citizenship behavior, and emotional exhaustion.

Table 4.18:

Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.735[a]	0.540	0.527	0.86092

Note. Generated from SPSS results.

From table 4.19, the p-value of F-test is 0.000 which shows the regression model significant at the confidence level of 99% because it is less than the significance level of 0.01. Therefore, the F statistics are significant as the result shows 39.579. This model also significantly interprets the relationship among the three independent variables, which are job embeddedness, organizational citizenship behaviour, and emotional exhaustion.

Table 4.19:

Anova

Model	Sum of Squares	df	Mean Square	F	P
Regression	88.006	3	29.335	39.579	0.000[b]
Residual	74.860	101	0.741		

Total	162.865	104

Note. Generated from SPSS Result

According to table 4.20, the result show that job embeddedness, organizational citizenship behavior are significant at t-statistics of -2.265(p=0.026) and -3.351(p=0.000), mean both independent variables have a significant negative effect on the dependent variable, turnover intention since the p-values of both are lower than 0.10. However, there is a difference for the third independent variable, emotional exhaustion, which shows a result with a positive t-statistic of 5.464(p=0.001), indicating there is a strong and significant positive relationship.

P-value of first independent variable, job embeddedness is 0.026 which shows it lower than significance level of 0.01 which indicates this independent variable significant at 99% confidence level. The result conforms to the study of Aman-Ullah et al. (2021) and agree with the result which shows job embeddedness is significantly related to the turnover intention in Malaysia aviation industry. In addition, the unstandardized regression coefficient is negative at-0.110, illustrates that one unit of job embeddedness increased will result in dropping of 0.110 unit in the turnover intention in Malaysia Aviation industry.

Organizational Citizenship Behaviour (OCB), as the second independent variable in this study, was verified with significant at 99% confidence level due to its p-value (0.000) less than the significance level of 0.1. This result is supported by Noermijati et al. (2024) who agreed with this result. Moreover, a negative number of -0.320 was presented as the unstandardized regression coefficient of OCB. The independent variable OCB will be decreased by 0.32 unit when the dependent variable increases by one unit in Malaysia Aviation industry.

The last independent variable, emotional exhaustion, is significant at 99% of confidence level because the result presented its p-value which is 0.001 is lower than the significance level of 0.01. According to Saleh et al. (2023), the study also supported this result with emotional exhaustion has a significant relationship with turnover intention. However, unlike the previous two independent variables, its unstandardized regression coefficient shows a positive number, 0.517. Followed by this result, the increment of one unit for emotional exhaustion will raise the turnover intention in Malaysia Aviation industry by 0.517 unit. As a result, a linear regression is created as below:

Multiple Linear Regression Model = $Y = \beta0 + \beta1x1 + \beta2x2 + \beta3x3 + \varepsilon$

Y = Turnover intention

$\beta0$ = y-constant or intercept at time zero

$\beta1$, $\beta2$, $\beta3$ = Slope of regression line

$x1$ = Job Embeddedness

$x2$ = Organizational Citizenship Behaviour

$x3$ = Emotional Exhaustion

ε = Error

Turnover Intention = 3.526 - 0.110 (Job Embeddedness) - 0.320 (Organizational Citizenship Behaviour) + 0.517 (Emotional exhaustion)

Table 4.20:

Coefficients

	Unstandardized Coefficient Beta	Coefficient Std. Error	Standardized Coefficient Beta	t	Sig.
(Constant)	3.526	0.695		5.070	0.000
JE	-0.110	0.049	-0.154	-2.265	0.026
OCB	-0.320	0.095	-0.302	5.464	0.000
EE	0.517	0.095	0.495	-3.351	0.001

Note. Generated from SPSS results.

4.5 Conclusion

To put concisely, this chapter utilizes SPSS 26.0 to analyze data collected from 105 targeted respondents. All the data are processed and summarized for descriptive analysis, scale measurement, preliminary data analysis and inferential analysis for better data illustration to understand. Overall, the dependent variable (TI) has a significant relationship with all the independent variables (JE, OCB, EE) after conducting SPSS. All these findings will be further discovered in the next chapter.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter will be discussed about the results tested from previous chapter. In the following sections, the statistical analysis will be summarized and extensive findings on how dependent variable (TI) affects the independent variable (JE, OCB, EE) will be studied. After that, researchers will explore the limitations following by solution to resolved it practically. In the final part, suggestions for further research will be offered followed by the conclusion of the study.

5.1 Summary of Statistical Analysis

The contents of this section summarize Chapter 4, detailing the demographic profile of participants, analysis of central tendencies, reliability assessments, Pearson's correlation, and regression analysis involving multiple variables.

5.1.1 Descriptive Analysis

5.1.1.1 Respondent Demographic Profile

Table 5.1 provides a summary of demographics for 105 respondents. According to the table below, 61% of the responders are men, while 39% are women. The majority of the respondents are between the ages of 25 and 34, which accounts for 39% of the total. The second-largest age group is 35 to 44 years old, which makes up 25.7% of the total. The last two age groups are those under 25 and people 45 and older, which constitute 19% and 16.2% respectively. In terms of job role, the majority held a managerial or supervisory position, which accounts for 21.9%. The subsequent role will be cabin crew, which made up 17.1%. 15.2% of respondents work as an administrative role/office-based staff. Afterward, the pilot group comprises 14.3% of respondents. Next, 11.4% of the respondents worked as engineering or maintenance. The "other" positions and ground crew had the lowest percentages, at 12.4% and 7.6% respectively. In terms of length of service in aviation industry, most of the respondents, 42.9% had been in the aviation industry for 1-3 years. The second highest group is 4–6 years (29.5%), followed by more than 6 years (27.6%). Notably, none of the respondents had less than 1 year of service. When it came to the employment type, where 100% of the respondents were full-time employee. In regard to the highest level of education, 45.7% of the respondents had a Bachelor's degree, 36.2% had a Diploma or Certificate, and 18.1% had a Master's degree or higher. In terms of income level, RM2,001-RM4,000 and RM4,001-RM6,000 each represent 29.5% of total. The next income level is RM6,001-RM8,000, which makes up 21.9% of the total, followed by 13.3% of respondents earn more than RM8,000 monthly. Lastly, when it comes to total work experience, the data shows that 35.2% of the respondents have 1–3 years of experience. 32.4% of respondents had 4–6 years of experience,

while 21% had 7–10 years of experience. Finally, 11.4% of respondents have worked for more than 10 years.

Table 5.1

Summary of Descriptive Analysis

Demographic Factors	Categories	Frequency	Percentage (%)
Gender	Male	64	61.0
	Female	41	39.0
Age	Under 25 years old	20	19.0
	25-34 years old	41	39.0
	35-44 years old	27	25.7
	45 years old and above	17	16.2
Job Role	Cabin Crew / Flight Attendant	18	17.1
	Ground Crew	8	7.6
	Pilot / Co-Pilot	15	14.3
	Engineering / Maintenance Staff	12	11.4
	Administrative / Office based Staff	16	15.2
	Management / Supervisor	23	21.9
	Other	13	12.4
Length of Service Aviation industry	Less than 1 year	0	0
	1-3 years	45	42.9
	4-6 years	31	29.5
	More than 6 years	29	27.6
Employment Type	Full-time	105	100.0
	Part-time	0	0
	Contracted-based	0	0

Highest Education Level	Secondary school	0	0
	Diploma / Certificate	38	36.2
	Bachelor's Degree	48	45.7
	Master's Degree or higher	19	18.1
Income Level	Below RM2,000	6	5.7
	RM2,001-RM4,000	31	29.5
	RM4,001-RM6,000	31	29.5
	RM6,001-RM8,000	23	21.9
	Above RM8,000	14	13.3
Total Working Experience	Less than 1 year	0	0
	1-3 years	37	35.2
	4-6 years	34	32.4
	7-10 years	22	21.0
	More than 10 years	12	11.4

Note. Developed from Research

5.1.1.2 Central Tendencies Measurement of Constructs

According to Table 5.2, Emotional Exhaustion shows the highest mean of 5.3643 among all the variables. The second highest mean falls under dependent variable, Turnover Intention, which is 5.0738. Job Embeddedness is then ranked the third highest mean with 4.0548. Meanwhile, the lowest mean among all the variables will be Organizational Citizenship Behaviour, holding 2.4302.

When comes to the standard deviation, Job Embeddedness ranked as the highest with 1.74965. Then is followed by Turnover Intention, 1.25140 ranked as the second highest standard deviation. While for the third highest standard deviation falls under Emotional Exhaustion with 1.19897. While Organizational Citizenship Behaviour ranked as the last standard deviation, 1.18299.

Table 5.2

Summary of Central Tendencies Measurement

Variables	Mean	Standard Deviation	Sample size, n
Turnover Intention	5.0738	1.25140	105
Job Embeddedness	4.0548	1.74965	105
Organizational Citizenship Behaviour	2.4302	1.18299	105
Emotional Exhaustion	5.3643	1.19897	105

Note. Generated from SPSS.

5.1.2 Summary of Inferential Analysis

5.1.2.1 Reliability Test

In this study, Cronbach's Alpha was utilized to determine the degree of reliability of the dependent variable and independent variable. Based on Table 4.13, JE holds the highest Cronbach's Alpha result of 0.972, EE as the second, 0.945 and OCB is the third, 0.939. The dependent variable, TI, holds the lowest value, 0.866 among all the variables. Overall, all the variables fall under very good range of reliability, which are more than 0.8.

5.1.3 Inferential Analysis

5.1.3.1 Pearson Correlation Coefficient Analysis

As per Table 5.3, the result concludes that Job Embeddedness and Organizational Citizenship Behaviour show a negative correlation with Turnover Intention. From the result below, both independent variables indicate a negative result with -0.098 and -0.626 further proving a negative relationship with Turnover Intention. While for Emotional Exhaustion, a positive value of 0.679 suggests that the association with Turnover Intention is positive. Notably, the result illustrates that significant relationship exists between two independent variables which are Organizational Citizenship Behaviour and Emotional Exhaustion with Turnover Intention because both P-values are less than 0.05. However, P-values of Job Embeddedness in Pearson Correlation Coefficient is more than 0.05. Hence, the result

indicates that the relationship between Job Embeddedness and Turnover Intention is insignificant.

Table 5.3

Summary of Pearson Correlation Result

Turnover Intention			
Independent Variables	Pearson Correlation	P-value	Strength of Association
Job Embeddedness	-0.098	0.32	Very Low
Organizational Citizenship Behaviour	-0.626	<0.001	Moderate
Emotional Exhaustion	0.679	0.001	Moderate

Note. Generated from SPSS.

5.1.3.2 Multiple Linear Regression Analysis and Linear Regression Analysis

This study examines the impact of JE, OCB, and EE on turnover intention in the Malaysian aviation sector using multiple linear regression. According to the results in table 5.4, all three factors demonstrate a significant ($p<0.05$) relationship with the dependent variable. JE and OCB show a significant negative relationship, with both IV having negative values on the unstandardised and standardised coefficient beta. In other words, employees who show higher levels of OCB and JE are less likely to quit. In contrast, EE's unstandardised and standardised coefficient beta values are positive, indicating that workers who are more emotionally exhausted are more likely to intend to leave. Finally, the F-test result is significant ($F = 39.579$, $p = 0.000$) indicating that the regression model is valid and meaningful.

Table 5.4

Summary of Multiple Regression Analysis

	Unstandardized Coefficient Beta	Coefficient Std. Error	Standardized Coefficient Beta	t-statistics	P-value
(Constant)	3.526	0.695		5.070	0.000
JE	-0.110	0.049	-0.154	-2.265	0.026
OCB	-0.320	0.095	-0.302	5.464	0.000
EE	0.517	0.095	0.495	-3.351	0.001

Note. Generated from SPSS.

5.2 Discussion on Major findings

5.2.1 Job Embeddedness and Turnover Intention

H1: There is a significant positive relationship between emotional exhaustion and turnover intention

There are various studies in the past which has exhibit a significant relationship between job embeddedness and turnover intention. (Ashfaq et al., 2023; Huangetal.,2020; Setthakorn et al., 2024;). These studies suggest

that the higher levels of job embeddedness can effectively reduce the possibility of employees leaving their elements. Job embeddedness is shaped by strong interpersonal links, good organisational fit and perceived sacrifices associated with leaving a job (Achmadi et al., 2023; Ramaite et al., 2022). Our findings have established that when employees experience a strong sense of embeddedness, they are more likely to feel satisfied with their job roles. This, lowers the turnover intention among them

As mentioned in the study of Yusoff and Yusoff (2022), employees who maintain close relations within their organisation tend to have greater satisfaction from their work. When they enjoy this strong relationship and fit well within the organisational culture, they recognise some of the potential losses if they tend to leave. The losses include lower career growth opportunities or valuable workplace bonds (Yusoff & Yusoff, 2022). From the perspective of aviation sector where teamwork and collaboration are critical, a strong interpersonal connection tends to enhance team synergy and individual emotional support. This will create a positive environment and increase the efficiency of work that enabling the employee to experience a higher sense of job embeddedness.

Furthermore, attractive benefits in aviation industry such as competitive salary to compensate for irregular working hours and the stressful job nature, which can promote job satisfaction and treated as a retention factor. Such connections and benefits are tend to increase employees' awareness on the sacrifices when they leave which include the loss of established work relationships and promotion opportunities (Fuchs, 2021).

In addition, aviation jobs are highly specialized like pilots and engineers requiring specialized training and certification. This makes job fit and organisational alignment a critical factor to be considered (Cahill et al.,

2020). Employees who are well suited with their roles and the company culture are more likely to feel valued and develop a deeper sense of loyalty (Rehman & Thrun, 2024). This ultimately strengthens organisational commitment and reduces turnover intention.

5.2.2 Organizational Citizenship Behaviour and Turnover Intention

H1: There is a significant negative relationship between organizational citizenship behaviour and turnover intention

Previous studies by Li & Xie (2021); Manoppo (2022); Shbail (2020), indicate that Organizational Citizenship Behaviour (OCB) has a significant negative influence on employee turnover intention, which is also proven in this study. This indicates that employees who go beyond their formal responsibilities and voluntarily assist others are less likely to leave the organisation. Thus, it is reassured that voluntary actions like helping colleagues, cross department corporation and active support on organisational goals are closely linked to turnover intention. When employees feel that their contributions are acknowledges and valued by their organisation, their intention to leave lowers (Osta, 2025).

The aviation industry is well known for its high-pressure, service-oriented nature, and OCB plays a critical role in creating a supporting and engaging workplace. Employees who consistently demonstrate such behaviours help foster a culture where individual burdens related to work are shared (Wonda, 2024). It tends to also increase team resilience by established a supportive

workplace where workload and emotional strain are shared among team members, this prevents frustration or job dissatisfaction. This enables employees to cope more effectively with their job roles and lower the turnover intention.

When employees perceive their work environment as collaborative and supportive, they are more likely to feel a strong sense of belonging and recognition within the team (Radu, 2023). Even in a challenging environment, OCB can enhance workplace harmony, minimise conflict and promote a positive culture which causes the employees more intended to stay in the organization and reduce the employee turnover intention.

5.2.3 Emotional Exhaustion and Turnover Intention

H1: There is a significant positive relationship between emotional exhaustion and turnover intention

The current findings support the view that emotional exhaustion has a positive significance on employee turnover intention (Wang et al., 2023; Chan & James, 2020; Lee et al., 2022). The results of this study also indicate that emotional exhaustion is a key psychological factor driving employees to consider resignation. In the Malaysian aviation industry, irregular work schedules, high customer expectations, and strict safety requirements create working conditions in which emotional exhaustion is common (Musa et al., 2025). Prolonged exposure to these conditions tends to deplete emotional resources. Thus, the jobs lead to burnouts and reduces employee's ability to cope effectively with job roles.

Professions such as pilots, flight attendants, and flight operations require a high degree of emotional regulation due to the demanding nature of work (Hajiyousefi et al., 2016). When combined with longer working hours and the need to meet high customer expectations, these conditions can easily lead to emotional exhaustion caused by excessive stress and fatigue. When emotional exhaustion is high, employees may perceive leaving the organization as the Under such circumstances, employees may see leaving the organisation as a form of self-defence, to preserve their wellbeing.

This outcome is further supported by Zhang et al. (2025), who found that emotional exhaustion diminishes both the efficiency and effectiveness of employees' performance. As emotional resources decline, employees tend to lose their capability to complete their tasks effectively. The psychological attachment to organisations also tends to weaken. Over time, the accumulation of these negative experiences may lead employees to view resignation as the best solution to their problems.

5.3 Implications of Study

5.3.1 Theoretical Implications

This research paper makes an important contribution to theory by integrating Social Exchange Theory (SET), Job Embeddedness Theory (JET) and Conservation of Resources (COR) Theory in one framework to explain

employee turnover intentions in the Malaysian aviation industry. Studies in the past which has often examined these theories separately and mostly are in the Western and Middle Eastern Context, with very limited research focusing on Malaysia or the nation's aviation sector. Previous studies in Malaysia, such as Edwin (2020), mainly focused on job satisfaction and organizational commitment when examining turnover intention. However, minimal studies have explored the integrated role of SET, JET and COR Theory in explaining turnover intention, especially in the aviation sector. By addressing this gap, this study showcases how these theories work together in a high-pressure and unique environment. It also offers new insights that extend the theories' applicability in high-demand service industries.

The findings reveal that Emotional Exhaustion is the most influential factor in predicting turnover intention. This provides strong support for COR Theory, which explains that individuals try to protect and retain their resources (Hobfoll & Ford, 2007). Halbesleben et al. (2014) explains that resources can be anything that an individual values. In a working environment, resource can be said as energies that help individuals to survive, empower and achieve their goals. Emotions are a key resource here, by guiding one's actions, decisions and social interactions (Ahmad, 2021). When employees experience resource loss like high emotional exhaustion, they are more likely to leave the organisation. This study extends COR Theory by showing that resource depletion can overpower the positive effects of workplace support and connections. Thus, it becomes a critical factor in high-stressful environments like aviation.

Organisational Citizenship Behaviour also plays a significant role in reducing turnover intention. This supports SET, which emphasizes the reciprocity in employer-employee relationship (Prechsl, 2025). The findings suggest that when employees engage in extra role behaviours like helping colleagues and supporting organisational goals, it strengthens the employment relationship and lowers the intention to leave. This adds depth

to SET by showing that OCB is not only a response to fair treatment, but also a key mechanism to retain employees. It is also particularly proven in the aviation industry, where employees are constantly in challenging work conditions.

Job Embeddedness, being the least influential among the three factors still provides valuable insight. It proves that links, fit and perceive sacrifices remain relevant for employee retention even in a high-pressure industry like the aviation industry. Although, JET's influence is weaker compared to personal and behavioural factors, it is still applicable in the aviation sector. The findings indicate that in highly demanding environments, psychological resources and supportive behaviours may play a greater role than structural connections.

This study strengthens the theoretical understanding of turnover intention by showing how these three frameworks interact in a context that has been largely underexplored. It confirms that while all three theories are important, COR Theory offers the strongest explanation, followed by SET and then JET when it comes to turnover intention. These insights open opportunities for future research to explore why resource-related factors dominate in high-stress industries and to examine these relationships in other service sectors or cultural settings.

5.3.2 Practical Implications

The results obtained from this study have indeed a practical relevance to the aviation industry in Malaysia, where critical staff shortages and high turnover rates has been as issue for a long time. The significant negative relationship between JE and TI suggests that aviation companies should

invest in strategies that would strengthen employee's links within organisation. They also should improve the fit between individual values and organisational culture and make employees feel they would be giving up too much if they leave the company. Companies can achieve this by doing team building programmes, community engagement activities, internal career growth opportunities and customised benefits that align with employees personal and professional needs (Arulsamy et al., 2023; Holtom & Darabi, 2018; Saedin et al., 2024).

The findings on OCB having a negative significant relationship with TI indicates that a fostering culture of unity, recognition and support reduces turnover intention. Managers and HR practitioners should come up with recognition programs that reward extra effort and encourage collaborative work environments. This indirectly turns as a platform for employees to contribute beyond their formal roles. By doing so, organisations can enhance employees' sense of belongingness and loyalty, which mitigates the appeal of external employment offers. This particularly helps go around one of the issues of employees moving to higher paying foreign competitors.

Furthermore, the positive relationship between emotional exhaustion and turnover intention among the Malaysian aviation workforce highlights the need of interventions that target employee wellbeing. Given the high pressure and irregular working hours in the aviation industry, employees should implement measures like mental health support programs, flexible scheduling and adequate rest periods to prevent burnout. Stress management workshops and counselling services also help along with improvement of mental health. Form the operations perspective, employers can also come up with periodic reviews of operational demands which would help to use employees emotional and psychological resources wisely.

By incorporating these practical measures, talent retention is not the only one organisation achieves. They also can reduce operational disruptions, enhance service quality and protect the industry's reputation. Given that the importance of skilled aviation personnel to safety, efficiency and customer satisfaction can only be achieved thru long sustaining employees, these findings indeed create as a pathway for Malaysian aviation industry to build a more stable, committed and resilient workforce.

5.4 Limitations of Study

This research paper faced several limitations that should be addressed accordingly. Firstly, the data was collected only through a self-completed online questionnaire distributed via Google Forms, using a convenience sampling method. Although this methos allows easy questionnaire distribution, it limits the ability to ensure a fully representative data of the industry. Our target respondents were Malaysian individuals working in the aviation industry, specifically from the two major players: Malaysia Aviation Group (MAG) and Capital A. However, the questionnaires were not equally distributed between these two companies. This might have influenced the balance of perspectives and potentially affect the dependability of the findings.

The sample size was limited to 105 respondents, which is a limited number. This becomes a challenge as 105 respondents' data would not precisely represent the entire aviation industry of Malaysia, which would make it hard to come to a firm conclusion. Furthermore, due to the demanding nature of the aviation industry, it was also challenging to get timely responses. Many employees were either unavailable or reluctant to participate. They perceive answering research questions as less important compared to their operational duties. Multiple follow ups and reminders were necessary to secure sufficient responses.

The questionnaire of this study only contained closed ended questions. This means that respondents answers are only measured thru a seven-point Likert scale varying between 'Strongly Disagree' to 'Strongly Agree'. Although this design fulfils the quantitative analysis measure, it restricts respondents from expressing a more detailed opinion or providing a context for their answers. Personal experiences, unique perspectives and certain situations may not have been captured. There is also a possibility for the questionnaire to be misinterpreted by respondents which leads to inaccurate or random answers.

This study was done using a cross-sectional survey approach, where data of JE, OCB, EE and turnover intention were collected at a single point of time. Although this method allows to identify the significance between variables, it does not allow to determine the direction of these relationships. This means that we fail to establish a cause and effect understanding on the variables. For example, although the findings may show that higher emotional exhaustion associates with higher turnover intention, this data cannot confirm whether its emotional exhaustion which causes turnover intention or there are other unidentified factors influencing.

5.5 Recommendations of Study

Several measures can be taken in future studies to address the current resistance and improve the applicability of future studies. Firstly, future research should aim for a more balanced distribution of respondents between MAG and Capital A. This will help ensure that both major industry players are equally represented, allowing a more accurate comparison and dependability of findings across the Malaysian aviation sector. Increasing the sample size beyond 105 respondents would also strengthen the reliability of statistical results.

Secondly, future studies should adopt a more structured and diverse sampling strategy to ensure a representative sampling. This can be achieved by using stratified or quota sampling with proper respondent quota for each subgroup within the target population. For instance, the aviation industry has subgroups like ground crew, administrative staff, cabin crew and pilots, engineering departments and many more. This proposed method would help get a balanced representation of all and would address the issue of limited response from certain groups, which was seen in this current study.

Thirdly, researchers should design questionnaires with both open ended and close ended questions. This allows respondents to shared detailed explanations when necessary, improving the accuracy and depth of the collected data. Qualitative data from interviews or focus groups could capture richer and more meaningful insights in employees' responses Furthermore, careful wording of questions also helps on reducing the risk of misunderstanding or misinterpretations.

Lastly, adopting a causal inference approach would provide stronger evidence for the cause-and-effect relationships. This would address the current study's limitation of only identifying significance between variables. For example, by tracking employee's job embeddedness, OCB and emotional exhaustion over time, researchers can more confidently determine whether changes in these factors lead to changes in turnover intention among the Malaysian aviation employees

5.6 Conclusion

In summary, this study aims to explore the factors influencing job embeddedness (JE), organisational citizenship behaviour (OCB), and emotional exhaustion (EE) on turnover intention (TI) among employees in the Malaysian aviation industry. Drawing on existing literature and relevant theories, the study establishes a framework that explains how job embeddedness, organizational citizenship behaviour and emotional exhaustion relate to turnover intention within the Malaysian aviation industry. In this study, our results show that the three variables JE, OCB, and EE are significantly associated with TI, which is consistent with our hypothesis. The study confirms that higher JE and stronger OCB significantly reduce TI, while higher EE may increase the probability of TI. Therefore, JE and OCB show a significant negative correlation with TI, while EE shows a negative correlation with TI. while EE showed a negative relationship with TI. Therefore, there is a significant negative correlation between JE and OCB and TI, and there is also a negative correlation between EE and TI.

From a practical perspective, this finding emphasises the need for aviation organisations to strengthen internal employee connections, cultivate a culture of recognition and cooperation, and take measures to address emotional exhaustion. By implementing these measures, organisations can improve employee retention rates and maintain good service quality.

However, this study still has some limitations, such as a small sample size, reliance on convenience sampling, and the use of a closed-ended questionnaire. These limitations affect the relevance and depth of this study. To address these limitations, future research should adopt mixed-method research approaches, diverse sampling strategies, and dynamic data collection methods. Overall, this study fills a significant gap in the existing literature on employee turnover intentions in the Malaysian aviation industry. The findings indicate that maintaining a stable, loyal,

and resilient workforce is crucial for the long-term success and efficiency of the aviation industry, providing valuable insights for the sector.

References

4 sectors driving the Malaysian economy. (2024, July 17). *NST Online*. https://www.nst.com.my/business/2024/07/1077718/4-sectors-driving-malaysian-economy

Abror, A., Patrisia, D., Syahrizal, S., & Dastgir, S. (2020). Self-efficacy, employee engagement, remuneration and employee loyalty in higher education: The role of satisfaction and OCB. *ResearchGate.* https://www.researchgate.net/publication/340081855_Self-Efficacy_Employee_Engagement_Remuneration_and_Employee_Loyalty_in_Higher_Education_The_Role_of_Satisfaction_and_Ocb

Achmadi, Hendryadi, & Oktrivina, A. (2023). Developing employees' job embeddedness through workplace civility and social cohesion: The role of work overload. *Cogent Business & Management*, *10*(3). https://doi.org/10.1080/23311975.2023.2262228

Ahmad, F. (2021). *Emotional intelligence – A key career resource in today's labor market*. ResearchGate. https://doi.org/10.13140/RG.2.2.11598.89924

Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology, 13*. https://doi.org/10.3389/fpsyg.2022.1015921

Ahmed, A., Arshad, M. A., Mahmood, A., & Barkat, W. (2021). The impact of spiritual values on employees loyalty: The moderating role of Islamic work

ethic. *International Journal of Ethics and Systems, 37*(3), 341–355. https://doi.org/10.1108/ijoes-09-2020-0147

Ahmed, N. O. A. (2016). Impact of human resource management practices on organizational citizenship behavior: An empirical investigation from banking sector of Sudan. *International Journal of Management Studies, 4*(3), 1–18. https://www.researchgate.net/publication/309810854_Impact_of_Human_Resource_Management_Practices_on_Organizational_citizenship_Behavior_an_Empirical_investigation_from_Banking_Sector_of_Sudan

Ahmed, S. K. (2024). Research methodology simplified: How to choose the right sampling technique and determine the appropriate sample size for research. *Oral Oncology Reports, 12,* 100662. https://doi.org/10.1016/j.oor.2024.100662

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes, 50*(2), 179–211. https://doi.org/10.1016/0749-5978(91)90020-T

Alabi, O., & Bukola, T. M. (2023). Introduction to descriptive statistics. *IntechOpen eBooks.* https://doi.org/10.5772/intechopen.1002475

Albert, D. (2023). Exploring inferential statistical methods in library and information science. *OMICS International.* https://doi.org/10.4172/science.1000171

Ali, B. J., & Anwar, G. (2021). Employee turnover intention and job satisfaction. *International Journal of Advanced Engineering, Management and Science,*

7(6), 22–30. https://doi.org/10.22161/ijaems.76.3

Al-Suraihi, W. A., Samikon, S. A., Al-Suraihi, A. A., & Ibrahim, I. (2021a). Employee turnover: Causes, importance and retention strategies. *European Journal of Business and Management Research, 6*(3), 1–10. https://doi.org/10.24018/ejbmr.2021.6.3.893

Alvarez, C., & Mulligan, P. (2020). Replenish at work. *Critical Care Nursing Clinics of North America, 32*(3), 369–381. https://doi.org/10.1016/j.cnc.2020.05.001

Aman-Ullah, A., Aziz, A., Ibrahim, H., Mehmood, W., & Abbas, Y. A. (2021). The impact of job security, job satisfaction and job embeddedness on employee retention: An empirical investigation of Pakistan's health-care industry. *Journal of Asia Business Studies, 16*(6), 904–922. https://doi.org/10.1108/jabs-12-2020-0480

Ampofo, E. T., & Karatepe, O. M. (2021). The effects of on-the-job embeddedness and its sub-dimensions on small-sized hotel employees' organizational commitment, work engagement and turnover intentions. *International Journal of Contemporary Hospitality Management, 34*(2), 509–533. https://doi.org/10.1108/IJCHM-07-2021-0858

Arici, H. E., Arasli, H., Köseoglu, M. A., Sokmen, A., & Arici, N. C. (2022a). Job embeddedness in hospitality and tourism scholarship: Past, present, and future research agenda. *International Journal of Hospitality Management, 109,* 103417. https://doi.org/10.1016/j.ijhm.2022.103417

Aripin, A., & Ali, J. (2023, September 11). The impact of organization citizenship behavior on quality service in Padang Restaurant Jakarta. *EUDL*. https://eudl.eu/doi/10.4108/eai.4-11-2022.2328947

Arulsamy, A. S., Singh, I., Kumar, S., & Bajaj, K. K. (2023). Employee training and development enhancing employee performance – A study. *ResearchGate.* https://www.researchgate.net/publication/373775939_Employee_Training_and_Development_Enhancing_Employee_Performance_-_A_Study

Ashfaq, A. (2023). The impact of job embeddedness, job insecurity, and job autonomy on turnover intention: Organizational commitment as the mediating effect. *Journal for Business Education and Management*, *3*(2), 157–176. https://journals.csrpublisher.com/index.php/jbem/article/view/82

Atalay, M. O., Aydemir, P., & Acuner, T. (2022). The influence of emotional exhaustion on organizational cynicism: The sequential mediating effect of organizational identification and trust in organization. *SAGE Open, 12*(2). https://doi.org/10.1177/21582440221093343

Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal, 26*(4), 587–595. https://doi.org/10.2307/255908

Bernama. (2024, October 23). *181 incidents of Malaysia Airlines planes returning to parking position in 2024*. The Sun Malaysia.

https://www.thesun.my/malaysia-news/181-incidents-of-malaysia-airlines-planes-returning-to-parking-position-in-2024-GL13187067

Blampied, N., & Mahadeo, S. M. R. (2024). Airline industry equities under external uncertainty shocks. *Economics Letters, 231*, 111994. https://doi.org/10.1016/j.econlet.2024.111994

Bolino, M. C., Flores, M. L., Kelemen, T. K., & Bisel, R. S. (2022). May I please go the extra mile? Citizenship communication strategies and their effect on individual initiative OCB, work–family conflict, and partner satisfaction. *Academy of Management Journal, 66*(3), 894–925. https://doi.org/10.5465/amj.2020.0581

Bujang, M. A., Omar, E. D., Foo, D. H. P., & Hon, Y. K. (2024). Sample size determination for conducting a pilot study to assess reliability of a questionnaire. *Restorative Dentistry & Endodontics, 49*(1), e3. https://doi.org/10.5395/rde.2024.49.e3

Cafasso, J. (2025, July 11). What is emotional exhaustion? *Healthline.* https://www.healthline.com/health/emotional-exhaustion

Cahill, J., Cullen, P., Anwer, S., Gaynor, K., & Wilson, S. (2020). The requirements for new tools for use by pilots and the aviation industry to manage risks pertaining to work-related stress (WRS) and wellbeing, and the ensuing impact on performance and safety. *Technologies, 8*(3), 40. https://doi.org/10.3390/technologies8030040

Chan, S. H. J., & James, M. (2020). Impact of politics on emotional exhaustion, satisfaction and turnover intention. *Anatolia, 31*(4), 591–604. https://doi.org/10.1080/13032917.2020.1802309

Chang, Y., & Chen, Y. (2025). Are we ready for the unexpected disruption? Job embeddedness, calling, and turnover intentions. *Journal of Air Transport Management, 124,* 102762. https://doi.org/10.1016/j.jairtraman.2025.102762

Chauhan, P., & Rai, S. (2024). Conceptualizing work-life integration: A review and research agenda. *Asia Pacific Management Review.* https://doi.org/10.1016/j.apmrv.2024.10.002

Chen, G., Wang, J., Huang, Q., Sang, L., Yan, J., Chen, R., Cheng, J., Wang, L., Zhang, D., & Ding, H. (2024). Social support, psychological capital, multidimensional job burnout, and turnover intention of primary medical staff: A path analysis drawing on conservation of resources theory. *Human Resources for Health, 22*(1). https://doi.org/10.1186/s12960-024-00915-y

Chen, H., Richard, O. C., Boncoeur, O. D., & Ford, D. L. (2020). Work engagement, emotional exhaustion, and counterproductive work behavior. *Journal of Business Research, 114*, 30–41. https://doi.org/10.1016/j.jbusres.2020.03.025

Chen, S., Westman, M., & Hobfoll, S. E. (2015). The commerce and crossover of resources: Resource conservation in the service of resilience. *Stress and Health, 31*(2), 95–105. https://doi.org/10.1002/smi.2574

Cooksey, R. W. (2020). Descriptive statistics for summarising data. In *Illustrating statistical procedures: Finding meaning in quantitative data* (pp. 61–139). Springer. https://doi.org/10.1007/978-981-15-2537-7_5

Creswell, J. W., & Creswell, J. D. (2022). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). Sage Publications.

De Souza Meira, J. V., & Hancer, M. (2021). Using the social exchange theory to explore the employee-organization relationship in the hospitality industry. *International Journal of Contemporary Hospitality Management, 33*(2), 670–692. https://doi.org/10.1108/ijchm-06-2020-0538

Deepalakshmi, N., Tiwari, D., Baruah, R., Seth, A., & Bisht, R. (2024). Employee engagement and organizational performance: A human resource perspective. *Educational Administration: Theory and Practice, 30*(4), 5941–5948. https://doi.org/10.53555/kuey.v30i4.2323

DeJoy, D. M., Della, L. J., Vandenberg, R. J., & Wilson, M. G. (2010). Making work safer: Testing a model of social exchange and safety management. *Journal of Safety Research, 41*(2), 163–171. https://doi.org/10.1016/j.jsr.2010.02.001

Demerouti, E. (2025). Job demands-resources and conservation of resources theories: How do they help to explain employee well-being and future job design? *Journal of Business Research, 192,* 115296. https://doi.org/10.1016/j.jbusres.2025.115296

Department of Statistics Malaysia. (2025, February 15). *Employment statistics, fourth quarter 2023*. Ministry of Economy, Department of Statistics Malaysia Official Portal. https://www.dosm.gov.my/portal-main/release-content/employment-statistics-fourth-quarter-2023

Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022). Burnout: A review of theory and measurement. *International Journal of Environmental Research and Public Health, 19*(3), 1780. https://doi.org/10.3390/ijerph19031780

Edwin, N. A. A. (2020). The factors that influence turnover intention among aviation maintenance personnel in Kota Kinabalu International Airport, Sabah. *Malaysian Journal of Business and Economics, 7*(2), 73–86. https://doi.org/10.51200/mjbe.vi.2880

Efthymiou, M., Usher, D., O'Connell, J. F., Warnock-Smith, D., & Conyngham, G. (2020). The factors influencing entry level airline pilot retention: An empirical study of Ryanair. *Journal of Air Transport Management, 91,* 101997. https://doi.org/10.1016/j.jairtraman.2020.101997

Elstad, E., Christophersen, K. A., & Turmo, A. (2011). Social exchange theory as an explanation of organizational citizenship behaviour among teachers. *International Journal of Leadership in Education, 14*(4), 405–421. https://doi.org/10.1080/13603124.2010.524250

Fan, Q., Wider, W., & Chan, C. K. (2023). The brief introduction to organizational citizenship behaviors and counterproductive work behaviors: A literature review. *Frontiers in Psychology, 14,* 1181930. https://doi.org/10.3389/fpsyg.2023.1181930

Feldman, D. C., Ng, T. W., & Vogel, R. M. (2012). Off-the-job embeddedness: A reconceptualization and agenda for future research. In J. J. Martocchio, A. Joshi, & H. Liao (Eds.), *Research in personnel and human resources management* (Vol. 30, pp. 209–251). Emerald Group Publishing Limited. https://doi.org/10.1108/S0742-7301(2012)0000031008

Folke, F., & Melin, M. (2024). Ramp-up in the air: Impairing or repairing aviation crews' working conditions? A mixed-methods survey study on working conditions, health, and safety among cabin crew and pilots in Europe. *Journal of Air Transport Management, 119,* 102642. https://doi.org/10.1016/j.jairtraman.2024.102642

Folke, F., & Melin, M. (2024). Ramp-up in the air: Impairing or repairing aviation crews' working conditions? A mixed-methods survey study on working conditions, health, and safety among cabin crew and pilots in Europe. *Journal of Air Transport Management*, *119*, 102642. https://doi.org/10.1016/j.jairtraman.2024.102642

Fuchs, R. M. (2021). Links, fit or sacrifice: Job embeddedness and intention to quit among Generation Y. *European Journal of Management and Business Economics,* *31*(2), 160–175. https://doi.org/10.1108/EJMBE-05-2021-0156

Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2019). Talent management: Context matters. *The International Journal of Human Resource Management,* *31*(4), 457–473. https://doi.org/10.1080/09585192.2019.1642645

Gao, J. (2023). R-squared (R^2) – How much variation is explained? *Research Methods in Medicine & Health Sciences,* *5*(4), 104–109. https://doi.org/10.1177/26320843231186398

Garrod, B. (2023). What makes a good critical literature review paper? *Tourism and Hospitality, 4*(1), 141–147. https://doi.org/10.3390/tourhosp4010008

Gazi, M. A. I., Yusof, M. F. B., Islam, M. A., Amin, M. B., & Senathirajah, A. R. B. S. (2024). Analyzing the impact of employee job satisfaction on their job behavior in the industrial setting: An analysis from the perspective of job performance. *Journal of Open Innovation: Technology, Market, and Complexity, 10,* 427. https://doi.org/10.1016/j.joitmc.2024.100427

Gedik, Ö., Şimdi, R. Ü., Kıbrıs, Ş., & Kara, D. (2023). The relationship between workplace violence, emotional exhaustion, job satisfaction, and turnover intention among nurses during the COVID-19 pandemic. *Journal of Research in Nursing, 28*(6–7), 448–466. https://doi.org/10.1177/17449871231182837

Gemmano, C. G., Giancaspro, M. L., Galiotto, S., & Manuti, A. (2024). A flight path to well-being: The mediating role of continuous learning between burnout and work performance in aviation professionals. *Social Sciences, 13*(10), 513. https://doi.org/10.3390/socsci13100513

Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability, 14*(5), 2885. https://doi.org/10.3390/su14052885

Giao, H. N. K., Vuong, B. N., Huan, D. D., Tushar, H., & Quan, T. N. (2020). The effect of emotional intelligence on turnover intention and the moderating role of perceived organizational support: Evidence from the banking industry of Vietnam. *Sustainability, 12*(5), 1857. https://doi.org/10.3390/su12051857

Gillet, A., & Tremblay, D. (2021). Working in the Air: Time management and work intensification Challenges for workers in commercial aviation. *Open Journal of Social Sciences*, *09*(01), 272–290. https://doi.org/10.4236/jss.2021.91020

Golzar, J., Noor, S., & Tajik, O. (2022). Convenience sampling. *International Journal of Education & Language Studies, 1*(2), 72–77. https://doi.org/10.22034/ijels.2022.162981

Gössling, S., & Humpe, A. (2020). The global scale, distribution and growth of aviation: Implications for climate change. *Global Environmental Change, 65,* 102194. https://doi.org/10.1016/j.gloenvcha.2020.102194

Goswami, S. (2021). Impact of human resource management practice on employee retention strategy: An empirical analysis. *ResearchGate.* https://www.researchgate.net/publication/348786228_Impact_of_Human_Resource_Management_Practice_on_Employee_Retention_Strategy_An_Empirical_Analysis

Gusmerotti, N. M., Todaro, N. M., Tosi, D., & Testa, F. (2023). Green work climate, work meaningfulness and supervisor environmental priority: A social exchange perspective on employees' eco-initiatives. *Journal of Cleaner Production, 415,* 137889. https://doi.org/10.1016/j.jclepro.2023.137889

Haddad, C., Sayegh, S. M., Zoghbi, A. E., Lawand, G., & Nasr, L. (2022). The prevalence and predicting factors of temporomandibular disorders in

COVID-19 infection: A cross-sectional study. *Cureus, 14*(12), e28167. https://doi.org/10.7759/cureus.28167

Hajiyousefi, H., Asadi, H., & Jafari, A. (2016). Work stress among flight attendants: The perspective of a standard sports examination designing as a prerequisite to flight license. *ResearchGate.* https://www.researchgate.net/publication/314284255_Work_Stress_among_Flight_Attendants_The_Perspective_of_a_Standard_Sports_Examination_Designing_as_a_Prerequisite_to_Flight_License

Halbesleben, J. R., & Wheeler, A. R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work & Stress, 22*(3), 242–256. https://doi.org/10.1080/02678370802383962

Han, H., Lee, K., Kim, S. S., Wong, A. K. F., & Moon, H. (2022). What influences company attachment and job performance in the COVID-19 era?: Airline versus hotel employees. *Tourism Management Perspectives, 44*, 101001. https://doi.org/10.1016/j.tmp.2022.101001

Han, T., Bi, J., & Yao, Y. (2024). Exploring the antecedents of airline employee job satisfaction and dissatisfaction through employee-generated data. *Journal of Air Transport Management, 115,* 102545. https://doi.org/10.1016/j.jairtraman.2024.102545

Haq, I. U., De Clercq, D., & Azeem, M. U. (2022). The danger of feeling sorry for oneself: How coworker incivility diminishes job performance through perceived organizational isolation among self-pitying employees. *Australian Journal of Management, 48*(1), 130–146. https://doi.org/10.1177/03128962221092088

Harun, I., Mahmood, R., & Md. Som, H. (2020). Role stressors and turnover intention among doctors in Malaysian public hospitals: Work–family conflict and work engagement as mediators. *PSU Research Review.* Advance online publication. https://doi.org/10.1108/prr-08-2020-0025

Harvey, J., Bolino, M. C., & Kelemen, T. K. (2018). Organizational citizenship behavior in the 21st century: How might going the extra mile look different at the start of the new millennium? In C. Ostroff & P. M. Podsakoff (Eds.), *Research in personnel and human resources management* (Vol. 36, pp. 51–110). Emerald Publishing. https://doi.org/10.1108/S0742-730120180000036002

Hassan, H. (2024, August 29). 'What happened to Malaysia Airlines?': KL takes steps after national carrier forced to cut flights. *The Straits Times.* https://www.straitstimes.com/asia/se-asia/govt-moves-to-tackle-mechanical-and-manpower-issues-faced-by-malaysia-airlines-group

Hassan, Z. A., Schattner, P., & Mazza, D. (2006, August 31). Doing a pilot study: Why is it essential? *Australian Family Physician, 35*(8), 637–640. https://pmc.ncbi.nlm.nih.gov/articles/PMC4453116/

Hazzi, O., & Maldaon, I. (2015). A pilot study: Vital methodological issues. *Business: Theory and Practice, 16*(1), 53–62. https://doi.org/10.3846/btp.2015.437

Higgoda, R., & Madurapperuma, W. (2020). Air passenger movements and economic growth in Sri Lanka: Co-integration and causality analysis.

Journal of Transport and Supply Chain Management, 14, 1–12. https://doi.org/10.4102/jtscm.v14i0.508

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist, 44*(3), 513–524. https://doi.org/10.1037/0003-066x.44.3.513

Hobfoll, S., & Ford, J. (2007). Conservation of resources theory. In *Encyclopedia of stress* (2nd ed., pp. 562–567). Elsevier. https://doi.org/10.1016/b978-012373947-6.00093-3

Holtom, B. C., & Darabi, T. (2018). Job embeddedness theory as a tool for improving employee retention. In *Employee retention* (pp. 95–117). Springer. https://doi.org/10.1007/978-3-319-98920-4_5

Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of Applied Psychology, 102*(3), 530–545. https://doi.org/10.1037/apl0000103

Huang, H., Xia, X., Zhao, W., Pan, X., & Zhou, X. (2020). Overwork, job embeddedness and turnover intention among Chinese knowledge workers. *Asia Pacific Journal of Human Resources, 59*(3), 325–345. https://doi.org/10.1111/1744-7941.12272

IATA. (2023). *The value of air transport to Malaysia.* In *IATA economic reports.* Retrieved May 6, 2025, from https://www.iata.org/en/iata-repository/publications/economic-reports/the-value-of-air-transport-to-malaysia/

Ibrahim, J., Yunus, A., & Yusof, T. A. (2024, October 29). Mechanical issues, skilled worker shortage among reasons behind Malaysia Airlines' woes, says Loke. *The Star.* https://www.thestar.com.my/news/nation/2024/10/29/mechanical-issues-skilled-worker-shortage-among-reasons-behind-malaysia-airlines-woes-says-loke

Ikhwan, M. F., Mansor, W., Khan, Z. I., Mahmood, M. K. A., Bujang, A., & Haddadi, K. (2024). Pearson correlation and multiple correlation analyses of the animal fat S-parameter. *TEM Journal, 13*(1), 155–160. https://doi.org/10.18421/tem131-15

Investor Relations: 5-Year Key Operating Statistics. (2023). *AirAsia X.* https://www.airasiax.com/key_operating_Statistics.html

Islam, M. (2020). Data analysis: Types, process, methods, techniques and tools. *International Journal on Data Science and Technology, 6*(1), 10–17. https://doi.org/10.11648/j.ijdst.20200601.12

Islam, M. A., Jantan, A. H., Yusoff, Y. M., Chong, C. W., & Hossain, M. S. (2020). Green human resource management (GHRM) practices and millennial employees' turnover intentions in tourism industry in Malaysia: Moderating role of work environment. *Global Business Review, 24*(4), 097215092090700. https://doi.org/10.1177/0972150920907000

Janse, R. J., Hoekstra, T., Jager, K. J., Zoccali, C., Tripepi, G., Dekker, F. W., & Van Diepen, M. (2021). Conducting correlation analysis: Important

limitations and pitfalls. *Clinical Kidney Journal, 14*(11), 2332–2337. https://doi.org/10.1093/ckj/sfab085

Jeung, D., Kim, C., & Chang, S. (2018). Emotional labor and burnout: A review of the literature. *Yonsei Medical Journal, 59*(2), 187–193. https://doi.org/10.3349/ymj.2018.59.2.187

Jiang, K., Liu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *Journal of Applied Psychology, 97*(5), 1077–1096. https://doi.org/10.1037/a0028610

Jingjie, L., Arshad, M. A. B., & Shuxia, C. (2024). The relationship of organizational embeddedness and employees' retention: A general review. *International Journal of Academic Research in Business and Social Sciences, 14*(6), 1–15. https://doi.org/10.6007/ijarbss/v14-i6/21760

Journals permissions. (2024, February 16). *SAGE Publications Inc.* https://us.sagepub.com/en-us/journals-permissions

Junaidi, A., Sasono, E., Wanuri, W., & Emiyati, D. W. (2020). The effect of overtime, job stress, and workload on turnover intention. *Management Science Letters, 10*(16), 3873–3878. https://doi.org/10.5267/j.msl.2020.7.024

Kang, E., & Hwang, H. (2023). How to enhance an employee's organizational citizenship behavior (OCB) as a corporate strategy. *Journal of International Development and Business, 14*(1), 29–40. https://doi.org/10.13106/jidb.2023.vol14.no1.29

Kang, S. L. (2024, September 19). *Cover story: Are concerns about Malaysia Airlines' flight disruption problem overblown?* The Edge Malaysia Weekly. https://theedgemalaysia.com/node/726176

Kang, S. L. (2025, September 10). *Why Malaysia Airlines struggles to narrow pay gap with rivals.* The Edge Malaysia Weekly. https://theedgemalaysia.com/node/726954

Kay Yau, N. (2022). The impact of job satisfaction, organisational commitment, work-life balance and pay and reward towards employees' turnover intention [MBA thesis, Universiti Tunku Abdul Rahman]. http://eprints.utar.edu.my/5874/1/21UKM06019_NG_KAY_YAU.pdf

Khan, Z. U., Alam, N., Badar, A., & Ahmad, M. B. (2023). Impact of employee turnover on organizational profit with moderating role of recruitment. *Bulletin of Business and Economics, 12*(3), 169–176. https://doi.org/10.61506/01.00015

Knez, I., Hjärpe, D., & Bryngelsson, M. (2019). Predicting organizational citizenship behavior: The role of work-related self. *SAGE Open, 9*(2), 1–12. https://doi.org/10.1177/2158244019854834

Ko, Y., Lee, H., & Hyun, S. S. (2021). Airline cabin crew team system's positive evaluation factors and their impact on personal health and team potency. *International Journal of Environmental Research and Public Health, 18*(19), 10480. https://doi.org/10.3390/ijerph181910480

Koo, M., & Yang, S.-W. (2025). Likert-type scale. *Encyclopedia, 5*(1), 18–18. https://doi.org/10.3390/encyclopedia5010018

Kuphanga, D. (2024). Questionnaires in research: Their role, advantages, and main aspects. *ResearchGate.* https://doi.org/10.13140/RG.2.2.15334.64325

Kuz, A., & Miskinis, A. (2021). The impact of globalization on European airline market. *Redalyc.* https://www.redalyc.org/journal/6922/692272863007/html

Lancaster, L. (2024, August 16). Effects of high turnover among employees. *Stratus HR*. https://stratus.hr/resources/effects-of-high-employee-turnover

Lazarova, M., Caligiuri, P., Collings, D. G., & De Cieri, H. (2022). Global work in a rapidly changing world: Implications for MNEs and individuals. *Journal of World Business, 58*(1), 101365. https://doi.org/10.1016/j.jwb.2022.101365

Lazzari, M., Alvarez, J. M., & Ruggieri, S. (2022). Predicting and explaining employee turnover intention. *International Journal of Data Science and Analytics, 14*(3), 279–292. https://doi.org/10.1007/s41060-022-00329-w

Lee, C., Yeh, W., Yu, Z., & Tsai, T. (2022). The impacts of supervisor support, role perception, and emotional exhaustion on the turnover intentions of real estate brokers. *Scandinavian Journal of Management, 38*(4), 101227. https://doi.org/10.1016/j.scaman.2022.101227

Lee, Y. H., & Cho, H. (2020). The roles of different types of passion in emotional exhaustion and turnover intention among athletic coaches. *International Journal of Sports Science & Coaching, 16*(3), 465–476. https://doi.org/10.1177/1747954120976955

Leonard, J. (2025, January 22). How to recognize and cope with emotional exhaustion. *Medical News Today.* https://www.medicalnewstoday.com/articles/323441

Li, Y., & Xie, W. (2021). Linking change-oriented organizational citizenship behavior to turnover intention: Effects of servant leadership and career commitment. *Public Personnel Management, 51*(1), 3–23. https://doi.org/10.1177/0091026020985907

Libent, L., & Magasi, C. (2024). Service quality and customer satisfaction in the airline industry in Tanzania: A case of Air Tanzania Company Limited. *International Journal of Research in Business and Social Science, 13*(2), 59–71. https://doi.org/10.20525/ijrbs.v13i2.3122

Lim, W. M. (2024). What is quantitative research? An overview and guidelines. *Australasian Marketing Journal (AMJ), 1*(1). Sage Publications. https://doi.org/10.1177/14413582241264622

Liu, H. (2024). Uncovering the mediating role of resilience between EFL teacher turnover intention and wellbeing: A conservation-of-resources theory perspective. *System, 124*, 103394. https://doi.org/10.1016/j.system.2024.103394

Long, N. L., Huong, N. T., & Viet–Anh, H. (2022). Workplace support and service-oriented organisational citizenship behaviour: The mediating role of psychological empowerment and affective commitment. *Cogent Business & Management, 9*(1). https://doi.org/10.1080/23311975.2022.2131984

Louis, K. S., & Murphy, J. F. (2022). The contributions of positive organizational studies to educational leadership and school improvement. In *Elsevier*

eBooks (pp. 511–523). https://doi.org/10.1016/b978-0-12-818630-5.05072-7

M. E. (2025). Linking psychological capital to job embeddedness among nurses: Evidence from Egyptian public healthcare setting. *BMC Nursing, 24*(1). https://doi.org/10.1186/s12912-025-03547-2

Ma, Y., Chen, F., Xing, D., Meng, Q., & Zhang, Y. (2021). Study on the associated factors of turnover intention among emergency nurses in China and the relationship between major factors. *International Emergency Nursing, 60*, 101106. https://doi.org/10.1016/j.ienj.2021.101106

Malaysia Airlines. (2024). *Malaysia Airlines: Join our team*. https://www.malaysiaairlines.com/my/en/about-us/join-us.html#join-our-team

Malhotra, M. K., Birks, D. F., & Nunan, D. (2017). *Marketing research: An applied approach*. Pearson Higher Education.

Manoppo, V. P. (2020). Transformational leadership as a factor that decreases turnover intention: A mediation of work stress and organizational citizenship behavior. *The TQM Journal, 32*(6), 1395–1412. https://doi.org/10.1108/tqm-05-2020-0097

Mansour, S., & Azeem, M. F. (2024). How do increased job demands resulting from rationalization of costs exhaust flight attendants and push them to leave? An international study. *Journal of Air Transport Management, 115*, 102539. https://doi.org/10.1016/j.jairtraman.2024.102539

Martadiani, A. M., Supartha, I. W. G., Dewi, I. G. A. M., & Riana, I. G. (2022). The role of job satisfaction and embeddedness in managing turnover intention in

healthcare industries. *Polish Journal of Management Studies, 25*(1), 228–241. https://doi.org/10.17512/pjms.2022.25.1.14

Mashi, M. S., Salisu, I., Olaoye, I. K., & Galadanchi, A. H. (2022). Job embeddedness as a mediator of the effects of organizational antecedents on voluntary turnover intention of hotel employees in Nigeria. *Journal of Human Resources in Hospitality & Tourism, 21*(3), 409–440. https://doi.org/10.1080/15332845.2022.2064182

Mazlan, M. R. M., & Jambulingam, M. (2023). Challenges of talent retention: A review of literature. *Journal of Business Management Review, 4*(2), 78–91. https://doi.org/10.47153/jbmr42.6302023

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal, 44*(6), 1102–1121. https://doi.org/10.2307/3069391

Mo, Z., Li, X., Zhai, Y., Men, Y., Tang, Y., Qiao, J., Jia, X., Huang, Y., & Wang, B. (2023). Reliability and validity of a questionnaire measuring knowledge, attitude and practice regarding “oil, salt and sugar” among canteen staff. *Scientific Reports, 13*(1). https://doi.org/10.1038/s41598-023-47804-3

Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology, 62*(2), 237–240. https://doi.org/10.1037/0021-9010.62.2.237

Musa, N., Shafie, D. I., & Mutalib, S. K. S. A. (2025). Mental health and psychological well-being of Malaysian aviation pilots: A job demands-

resources theory. *Environment-Behaviour Proceedings Journal, 10*(SI28), 237–242. https://doi.org/10.21834/e-bpj.v10isi28.6961

Natalin, M., & Satrya, A. (2021, May 5). The influence of work-family conflict and perceived organizational support on turnover intention through mediation emotional exhaustion on Indonesian garment workers. *EUDL*. https://eudl.eu/doi/10.4108/eai.14-9-2020.2304602

Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A study in the relationship between supportive work environment and employee retention: Role of organizational commitment and person–organization fit as mediators. *SAGE Open, 10*(2). https://doi.org/10.1177/2158244020924694

Nelwan, O. S. (n.d.). The effect of job satisfaction, organizational commitment, and organizational citizenship behavior on turnover intention in the tourism management and environmental sector in Minahasa Regency–North Sulawesi–Indonesia. *ProQuest*. https://doi.org/10.24857/rgsa.vl8n3-077

Ngqeza, K., & Dhanpat, N. (2022). Organisational citizenship behaviours: Their influences on mineworkers' turnover intention. *Journal of Psychology in Africa, 32*(1), 21–25. https://doi.org/10.1080/14330237.2021.2002037

Nguyen, C. N., Hoang, G., & Luu, T. T. (2023). Frontline employees' turnover intentions in tourism and hospitality sectors: A systematic literature review and research agenda. *Tourism Management Perspectives, 49*, 101197. https://doi.org/10.1016/j.tmp.2023.101197

Noermijati, N., Firdaus, E. Z., Sulastri, S., & Farhiya, D. (2024). Can employee turnover intention be minimized through job satisfaction, organizational

citizenship behavior and organizational commitment? *Jurnal Aplikasi Manajemen, 22*(1). https://doi.org/10.21776/ub.jam.2024.022.01.18

Nugroho, S. H., & Afifah, S. (2021). The relationship of organizational justice and job embeddedness on turnover intention with mediation of organizational commitment. *International Journal of Progressive Sciences and Technologies, 29*(1), 335–346. https://doi.org/10.52155/ijpsat.v29.1.3655

Nyberg, M., & Wiklund, M. L. (2017). Impossible meals? The food and meal situation of flight attendants in Scandinavia – A qualitative interview study. *Appetite, 113*, 162–171. https://doi.org/10.1016/j.appet.2017.02.033

Obeng, A. F., Azinga, S. A., Bentil, J., Ellis, F. Y., & Coffie, R. B. (2024). Investigating the effects of off-the-job embeddedness on turnover intentions: Does affective commitment play a role? *International Journal of Organizational Analysis*. https://doi.org/10.1108/ijoa-10-2023-4044

Olaitan, O. L. (2024). Data processing for health promotion and environmental health education. *Health Education Conference Proceedings*. https://doi.org/10.13140/RG.2.2.34785.68960

Olsen, A. A., McLaughlin, J. E., & Harpe, S. E. (2020). Using multiple linear regression in pharmacy education scholarship. *Currents in Pharmacy Teaching and Learning, 12*(10), 1258–1268. https://doi.org/10.1016/j.cptl.2020.05.017

Olynick, J., & Li, H. Z. (2020). Organizational culture and its relationship with employee stress, enjoyment of work and productivity. *International Journal of Psychological Studies, 12*(2), 14. https://doi.org/10.5539/ijps.v12n2p14

Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance, 10*(2), 85–97. https://doi.org/10.1207/s15327043hup1002_2

Orie, S., & Semeijn, J. H. (2021). Stay or leave? The role of career adaptability and organizational embeddedness for turnover intentions. *Journal of Career Development, 49*(5), 1196–1211. https://doi.org/10.1177/08948453211028300

Osta, A. M. (2025). The impact of employee engagement on intention to leave in SMEs in Lebanon: The moderating role of normative commitment. *Cogent Business & Management, 12*(1). https://doi.org/10.1080/23311975.2025.2501208

Pallant, J. (2020). *SPSS survival manual*. Routledge. https://doi.org/10.4324/9781003117452

Paramasivam, G., Rao, I. R., & Prabhu, M. A. (2024). Normality testing in statistics: What clinician–researchers should know. *Heart Failure Journal of India, 2*(1), 55. https://doi.org/10.4103/HFJI.HFJI_7_24

Paraschi, E. P. (2022). Current aviation challenges and opportunities. *Journal of Airline Operations and Aviation Management, 1*(2), 7–14. https://doi.org/10.56801/jaoam.v1i2.6

Perkins, J. (2023, September 21). 10 things to do when employees feel undervalued. AIHR. https://www.aihr.com/blog/undervalued-employees/

Picardo, E. (2024, August 16). An economic analysis of the low-cost airline industry. Investopedia.

https://www.investopedia.com/articles/investing/022916/economic-analysis-lowcost-airline-industry-luvdal.asp

Positive organisational culture in aviation. (n.d.). European Cockpit Association (ECA). https://www.eurocockpit.eu/positions-publications/positive-organisational-culture-aviation

Pratama, E. N., Suwarni, E., & Handayani, M. A. (2022). Effect of job satisfaction and organizational commitment on turnover intention with person–organization fit as moderator variable. *APTISI Transactions on Management (ATM), 6*(1), 74–82. https://doi.org/10.33050/atm.v6i1.1722

Prechsl, S. (2025). Reciprocity and job mobility: The effect of effort-reward imbalance in the employer-employee relationship on turnover intentions and actual job changes. *Social Science Research, 127,* 103133. https://doi.org/10.1016/j.ssresearch.2024.103133

Puhakka, I. J. A., Nokelainen, P., & Pylväs, L. (2021). Learning or leaving? Individual and environmental factors related to job satisfaction and turnover intention. *Vocations and Learning, 14*(3), 481–510. https://doi.org/10.1007/s12186-021-09275-3

Radu, C. (2023). Fostering a positive workplace culture: Impacts on performance and agility. In *IntechOpen eBooks*. https://doi.org/10.5772/intechopen.1003259

Raihan, A., Voumik, L. C., Akter, S., Ridzuan, A. R., Fahlevi, M., Aljuaid, M., & Saniuk, S. (2024). Taking flight: Exploring the relationship between air

transport and Malaysian economic growth. *Journal of Air Transport Management, 115,* 102540. https://doi.org/10.1016/j.jairtraman.2024.102540

Rajest, S., Rajan, R., T, S., & R, S. (2023). Relationship between employee loyalty and job satisfaction an organization. *ResearchGate.* https://www.researchgate.net/publication/376718725_Relationship_Between_Employee_Loyalty_and_Job_Satisfaction_an_Organization

Ramaite, M., Rothmann, S., & Van Der Vaart, L. (2022). Job embeddedness profiles: Associations with supervisor relations, job satisfaction, and work engagement. *Cogent Psychology, 9*(1). https://doi.org/10.1080/23311908.2022.2080322

Ranganathan, P. (2021). An introduction to statistics: Choosing the correct statistical test. *Indian Journal of Critical Care Medicine, 25*(S2), S184–S186. https://doi.org/10.5005/jp-journals-10071-23815

Ratushniak, M., & Khmelyarchuk, M. (2024). Operational efficiency in the airline industry and the differences between low-cost and full-service. *ResearchGate.* https://www.researchgate.net/publication/386500697_Operational_Efficiency_in_the_Airline_Industry_and_the_Differences_between_Low-Cost_and_Full-Service_Carriers_The_Case_of_Ryanair_vs_Air_France-KLM

Rehman, N., & Thrun, S. (2024). Workplace satisfaction and turnover intention: The role of human resource analytics and organizational. *ResearchGate.* https://doi.org/10.13140/RG.2.2.36743.82085

Riazi, A. M., Rezvani, R., & Ghanbar, H. (2023). Trustworthiness in L2 writing research: A review and analysis of qualitative articles in the *Journal of Second Language Writing. Research Methods in Applied Linguistics, 2*(3), 100065. https://doi.org/10.1016/j.rmal.2023.100065

Romano, F., Monteduro, D., Airaldi, M., Zicarelli, F., Parrulli, S., Cozzi, M., & Staurenghi, G. (2020). Increased number of submacular hemorrhages as a consequence of coronavirus disease 2019 lockdown. *Ophthalmology Retina, 4*(12), 1209–1210. https://doi.org/10.1016/j.oret.2020.06.027

Roustaei, N. (2024). Application and interpretation of linear-regression analysis. *Medical Hypothesis Discovery & Innovation in Ophthalmology, 13*(3), 151–159. https://doi.org/10.51329/mehdiophthal1506

Ryu, S., & Fan, L. (2022). The relationship between financial worries and psychological distress among U.S. adults. *Journal of Family and Economic Issues, 44*(1), 16–33. https://doi.org/10.1007/s10834-022-09820-9

Saedin, A., Noranee, S., Ahmad, N. N., Abas, M. K., Mohd, I. H., & Islam, T. (2024). The impact of training and development, job embeddedness and flexible working arrangements on talent retention among young generation in pharmaceutical companies in Malaysia. *Information Management and Business Review, 16*(1(I)S), 121–136. https://doi.org/10.22610/imbr.v16i1(i)s.3735

Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of work stress and job burnout on turnover intentions among hotel employees.

International Journal of Environmental Research and Public Health, 19(15), 9724. https://doi.org/10.3390/ijerph19159724

Saleh, T. A., Sarwar, A., Khan, N., Tabash, M. I., & Hossain, M. I. (2023). Does emotional exhaustion influence turnover intention among early-career employees? A moderated-mediation study on Malaysian SMEs. *Cogent Business & Management, 10*(3). https://doi.org/10.1080/23311975.2023.2242158

Sanders, P. A. (2023, December 21). The impact of employee engagement on service industry success. *Hospitality Net.* https://www.hospitalitynet.org/opinion/4119701.html

Sani, M. A., Yusuf, W. A. R. W., & Sagir, M. I. (2022, November 30). A correlation study between organizational citizenship behavior and organizational commitment with the turnover intention among the Ministry of Home Affairs Enforcement and Control Division personnel. *PMJSSH.* https://app.mypolycc.edu.my/journal/index.php/PMJSSH/article/view/219

Saufi, R. A., Aidara, S., Nawi, N. B. C., Permarupan, P. Y., Zainol, N. R. B., & Kakar, A. S. (2023). Turnover intention and its antecedents: The mediating role of work–life balance and the moderating role of job opportunity. *Frontiers in Psychology, 14.* https://doi.org/10.3389/fpsyg.2023.1137945

Schiffinger, M., & Braun, S. M. (2019). The impact of social and temporal job demands and resources on emotional exhaustion and turnover intention among flight attendants. *Journal of Human Resources in Hospitality & Tourism, 19*(2), 196–219. https://doi.org/10.1080/15332845.2020.1702867

Schober, P., Boer, C., & Schwarte, L. A. (2018). Correlation coefficients: Appropriate use and interpretation. *Anesthesia & Analgesia, 126*(5), 1763–1768. https://doi.org/10.1213/ANE.0000000000002864

Sengur, F. K., Aldemir, H. O., & Akınet, M. (2022). Competitive strategies in the airline industry. In *Advances in logistics, operations, and management science* (pp. 148–163). https://doi.org/10.4018/978-1-6684-4615-7.ch007

Setia, M. (2016). Methodology series module 3: Cross-sectional studies. *Indian Journal of Dermatology, 61*(3), 261. https://doi.org/10.4103/0019-5154.182410

Setthakorn, K. P., Rostiani, R., & Schreier, C. (2024). A meta-analytic review of job embeddedness and turnover intention: Evidence from South-East Asia. *SAGE Open, 14*(2). https://doi.org/10.1177/21582440241260092

Shahabudin, S. (2024, August 28). Malaysia Airlines hit by staff resignations, causing flight disruptions [WATCH]. *NST Online.* https://www.nst.com.my/news/nation/2024/08/1097823/malaysia-airlines-hit-staff-resignations-causing-flight-disruptions#google_vignette

Shbail, M. O. A., & Shbail, A. M. a. A. (2020). Organizational climate, organizational citizenship behaviour and turnover intention: Evidence from Jordan. *Management Science Letters,* 3749–3756. https://doi.org/10.5267/j.msl.2020.7.037

Shrestha, N. (2020). Detecting multicollinearity in regression analysis. *American Journal of Applied Mathematics and Statistics, 8*(2), 39–42. https://doi.org/10.12691/ajams-8-2-1

Shukla, D. (2023). A narrative review on types of data and scales of measurement: An initial step in the statistical analysis of medical data. *Cancer Research, Statistics, and Treatment, 6*(2), 279–283. https://doi.org/10.4103/crst.crst_1_23

Siocon, G. (2024, July 30). Why is human resources important? 8 top reasons. *AIHR.* https://www.aihr.com/blog/why-is-human-resources-hr-important/

Sovey, S., Osman, K., & Mohd-Matore, M. E. E. (2022). Exploratory and confirmatory factor analysis for disposition levels of computational thinking instrument among secondary school students. *European Journal of Educational Research, 11*(2), 639–652. https://doi.org/10.12973/eu-jer.11.2.639

Steel, R. P., & Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology, 69*(4), 673–686. https://doi.org/10.1037/0021-9010.69.4.673

Sun, X., Zheng, C., Wandelt, S., & Zhang, A. (2024). Airline competition: A comprehensive review of recent research. *Journal of the Air Transport Research Society, 2,* 100013. https://doi.org/10.1016/j.jatrs.2024.100013

Sun, Y., Wang, X., Zhang, C., & Zuo, M. (2023). Multiple regression: Methodology and applications. *Highlights in Science Engineering and Technology, 49,* 542–548. https://doi.org/10.54097/hset.v49i.8611

Tabakovic, J. (2024). *Effective strategies to decrease employee turnover in the aviation industry* (Doctoral dissertation, Walden University). Walden Dissertations and Doctoral Studies Collection. https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=18363&context=dissertations#:~:text=The%20aviation%20industry%20has%20high,personnel%20turned%20over%20in%202022

Taber, K. S. (2017). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in Science Education, 48*(6), 1273–1296. https://doi.org/10.1007/s11165-016-9602-2

Tamilselvan, C., Chua, S. M., Chew, H. S. J., & Devi, M. K. (2023). Experiences of simulation-based learning among undergraduate nursing students: A systematic review and meta-synthesis. *Nurse Education Today, 121*, 105711. https://doi.org/10.1016/j.nedt.2023.105711

Tan, C. C. (2025, September 9). *CAAM cuts validity of Malaysia Airlines' operator cert from three years to one*. The Edge Malaysia Weekly. https://theedgemalaysia.com/node/724643

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology, 46*(2), 259–293. https://doi.org/10.1111/j.1744-6570.1993.tb00874.x

Thrall, P. H., Chase, J., Drake, J., Espuno, N., Hello, S., Ezenwa, V., Han, B., Mori, A., & Muller-Landau, H. (2023). From raw data to publication: Introducing data editing at *Ecology Letters*. *Ecology Letters, 26*(6), 829–830. https://doi.org/10.1111/ele.14210

Üngüren, E., Onur, N., Demirel, H., & Tekin, Ö. A. (2024). The effects of job stress on burnout and turnover intention: The moderating effects of job security and financial dependency. *Behavioral Sciences, 14*(4), 322. https://doi.org/10.3390/bs14040322

Vaughan, J. P., Victora, C., & Chowdhury, A. M. R. (2021). Data processing and analysis. In *Oxford University Press eBooks* (pp. 147–159). https://doi.org/10.1093/med/9780192848741.003.0011

Vega, A. C., Maguiña, J. L., Soto, A., Lama-Valdivia, J., & López, L. E. C. (2021). Cross-sectional studies. *Revista De La Facultad De Medicina Humana, 21*(1), 164–170. https://doi.org/10.25176/rfmh.v21i1.3069

Von Klinggraeff, L., Burkart, S., Pfledderer, C. D., Nishat, M. N. S., Armstrong, B., Weaver, R. G., McLain, A. C., & Beets, M. W. (2023). Scientists' perception of pilot study quality was influenced by statistical significance and study design. *Journal of Clinical Epidemiology, 159*, 70–78. https://doi.org/10.1016/j.jclinepi.2023.05.011

Wahyudi, D., & Hamzah, M. Z. (2024). Security and safety for sustainability in aviation industry. *Penanomics International Journal of Economics, 3*(1). https://doi.org/10.56107/penanomics.v3i1.172

Wang, A., Tang, C., Zhou, L., Lv, H., Song, J., Chen, Z., & Yin, W. (2023). How surface acting affects turnover intention among family doctors in rural

China: The mediating role of emotional exhaustion and the moderating role of occupational commitment. *Human Resources for Health, 21*(1). https://doi.org/10.1186/s12960-023-00791-y

Wang, X., & Cheng, Z. (2020). Cross-sectional studies: Strengths, weaknesses, and recommendations. *Chest, 158*(1), 65–71. https://doi.org/10.1016/j.chest.2020.03.012

Willie, M. M. (2023). Distinguishing between population and target population: A mini review. *Surgery Research Journal, 3*(2). https://doi.org/10.33425/2768-0428.1027

Wisenthige, K. (2023). Research design. In *Social research methodology and publishing results* (pp. 74–93). https://doi.org/10.4018/978-1-6684-6859-3.ch006

Wonda, T. A. (2024). Examination of organizational citizenship behavior influence on employee performance attainment: An empirical investigation. *Cogent Business & Management, 11*(1). https://doi.org/10.1080/23311975.2024.2418422

Xie, H., Li, Y., Pu, Y., Zhang, C., & Huang, J. (2024). Evaluating airline service quality through a comprehensive text-mining and multi-criteria decision-making analysis. *Journal of Air Transport Management, 120*, 102655. https://doi.org/10.1016/j.jairtraman.2024.102655

Yan, Z., Mansor, Z. D., Choo, W. C., & Abdullah, A. R. (2021). How to reduce employees' turnover intention from the psychological perspective: A mediated moderation model. *Psychology Research and Behavior*

Management, *14*(1), 185–197. https://doi.org/10.2147/prbm.s293839

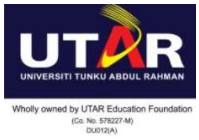
Yusoff, N. A., Yusliza, M. Y., & Saputra, J. (2022). The linkages between procedural justice and job embeddedness on turnover intention: Moderating role of personality. *Polish Journal of Management Studies, 25*(1), 441–460. https://doi.org/10.17512/pjms.2022.25.1.27

Yusoff, N. N. A., & Yusoff, N. Y. M. (2022). Supportive work environment and turnover intention: Testing the mediation effect of person-organization fit. *Universiti Malaysia Terengganu Journal of Undergraduate Research, 4*(4), 53–60. https://doi.org/10.46754/umtjur.v4i4.282

Zhang, X., Huang, H., Zhao, S., Li, D., & Du, H. (2025). Emotional exhaustion and turnover intentions among young ICU nurses: A model based on the job demands-resources theory. *BMC Nursing, 24*(1). https://doi.org/10.1186/s12912-025-02765-y

APPENDICES

Appendix 3.1 : Questionnaire



UNIVERSITI TUNKU ABDUL RAHMAN
Faculty of Business and Finance

TOPIC: FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION IN MALAYSIA'S AIRLINE INDUSTRY

Dear respondents,

We are students from Universiti Tunku Abdul Rahman (UTAR) pursuing Bachelor in Business Administration (Honours). The purpose of this study is to is to comply with the requirement for our UBMZ3016 Research Project subject continuous assessment. This study can help students to know more about the factors influencing employee turnover intention in Malaysia's airline industry.

There are **FIVE** (5) sections in this questionnaire. Section A is on demographics. Section B cover the dependent variable in this study. Section C, D and E cover all the variables in this study. Please read the instructions carefully before answering the questions. Please answer ALL questions in ALL sections. Completion of this questionnaire will take you approximately 10 to 20 minutes.

Your participation in this study is entirely voluntary. There will be no disadvantage if you decide not to complete the attached anonymous questionnaire. You can withdraw at any time without any penalty. You can refuse to answer any question at any time if you feel uncomfortable.

The information collected from you will be kept strictly private and confidential. All responses and findings will be used solely for academic purpose.

Your assistance in completing this questionnaire is very much appreciated. Thank you for your participation. If you have any question regarding to this questionnaire, you may contact us at 011-14449206.

If you decide to complete this attached anonymous questionnaire, this will be taken as you voluntarily agree and formal consent to participate in this study. Thank you very much for your cooperation and willingness to participate in this study.

Name	Student ID	Email
Dinajothie Karthigasen	22ABB07072	dinajothie@1utar.my
Chiah Han Yi	22ABB05229	chyi77033214@1utar.my
Cheng Yung En	22ABB07400	yungen0331@1utar.my

PERSONAL DATA PROTECTION NOTICE

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, Universiti Tunku Abdul Rahman ("UTAR") is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

1. Personal data refers to any information which may directly or indirectly identify a person which could include sensitive personal data and expression of opinion. Among others it includes: Name, identity card, place of birth, address, education history, employment history, medical history, blood type, race, religion, photo, personal information and associated research data.

2. The purposes for which your personal data may be used are inclusive but not limited to:
   a) For assessment of any application to UTAR
   b) For processing any benefits and services
   c) For communication purposes
   d) For advertorial and news
   e) For general administration and record purposes
   f) For enhancing the value of education
   g) For educational and related purposes consequential to UTAR
   h) For replying any responds to complaints and enquiries
   i) For the purpose of our corporate governance
   j) For the purposes of conducting research/ collaboration

3. Your personal data may be transferred and/or disclosed to third party and/or UTAR collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

4. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

5. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting or providing your personal data to UTAR, you had consented and agreed for your personal data to be used in accordance to the terms and conditions in the Notice and our relevant policy.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at _____.

Acknowledgment of Notice

[ ] I have been notified and that I hereby understood, consented and agreed per UTAR above notice.

[ ] I disagree, my personal data will not be processed.

……

Name:

Date:

Section A: Demographic

Please place a tick "√" for each of the following questions:

Gender:

☐ Male

☐ Female

Age:

☐ Under 25 years old

☐ 25–34 years old

☐ 35–44 years old

☐ 45 years old and above

Job Role in the Airline Industry:

☐ Cabin Crew / Flight Attendant

☐ Ground Crew (Check-in, Baggage Handling, Customer Service)

☐ Pilot / Co-Pilot

☐ Engineering / Maintenance Staff

☐ Administrative / Office-based Staff

☐ Management / Supervisor

☐ Other (please specify): _____

Length of Service in the Airline Industry:

☐ Less than 1 year

☐ 1–3 years

☐ 4–6 years

☐ More than 6 years

Employment Type:

☐ Full-time

☐ Part-time

☐ Contract-based

☐ Internship / Trainee

Highest Level of Education:

☐ Secondary School

☐ Diploma / Certificate

☐ Bachelor's Degree

☐ Master's Degree or higher

Monthly Income Level:

☐ Below RM2,000

☐ RM2,001 – RM4,000

☐ RM4,001 – RM6,000

☐ RM6,001 – RM8,000

☐ Above RM8,000

Total Working Experience (All Industries):

☐ Less than 1 year

☐ 1–3 years

☐ 4–6 years

☐ 7–10 years

☐ More than 10 years

Section B: Turnover Intention

Based on your opinion, please select the most appropriate option that best indicate your agreement level about the following statements.

Level of agreement

1 - Strongly Disagree;

2 - Disagree;

3 - Somewhat Disagree;

4 - Neutral;

5 - Somewhat Agree;

6 - Agree;

7 - Strongly Agree;

No.	Questions	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1.	I often want to leave my present airline organization.	1	2	3	4	5	6	7
2.	I do not have a long-term development plan for this airline organization.	1	2	3	4	5	6	7
3.	I am often bored with my present job and want to move to a new company or industry	1	2	3	4	5	6	7
4.	In the next six months, I may leave this airline organization.	1	2	3	4	5	6	7

Section C: Job Embeddedness

Based on your opinion, please select the most appropriate option that best indicate your agreement level about the following statements.

Level of agreement

1 - Strongly disagree;

2 - Disagree;

3 - Somewhat Disagree;

4 – Neutral;

5 - Somewhat Agree;

6 - Agree;

7 - Strongly Agree;

No.	Questions	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1.	I have an attachment to my job	1	2	3	4	5	6	7
2.	I am unlikely to leave this organization	1	2	3	4	5	6	7
3.	I like my current job very much	1	2	3	4	5	6	7
4.	I am closely tied to this organization	1	2	3	4	5	6	7

Section D: Organizational Citizenship Behaviour

Based on your opinion, please select the most appropriate option that best indicate your agreement level about the following statements.

Level of agreement

1 - Strongly disagree;

2 - Disagree;

3 - Somewhat Disagree;

4 – Neutral;

5 - Somewhat Agree;

6 - Agree;

7 - Strongly Agree;

No.	Questions	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1.	I help my coworkers who are absent to finish their work	1	2	3	4	5	6	7
2.	I help my coworkers when their workload is heavy	1	2	3	4	5	6	7
3.	I take time to listen to my coworkers' problems and worries	1	2	3	4	5	6	7
4.	I go out of my way to help new coworkers	1	2	3	4	5	6	7
5.	I take personal interest in my coworkers	1	2	3	4	5	6	7
6.	I pass along notices and news to my coworkers	1	2	3	4	5	6	7

Section E: Emotional Exhaustion

Based on your opinion, please select the most appropriate option that best indicate your agreement level about the following statements.

Level of agreement

1 - Strongly disagree;

2 - Disagree;

3 - Somewhat Disagree;

4 – Neutral;

5 - Somewhat Agree;

6 - Agree;

7 - Strongly Agree;

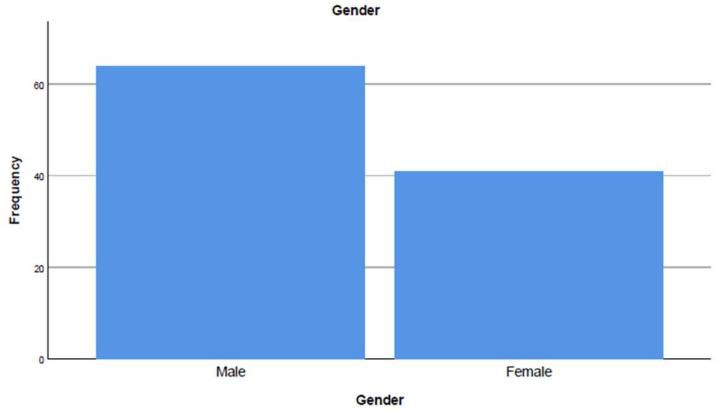
No.	Questions	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1.	Working all day is really a strain for me	1	2	3	4	5	6	7
2.	I feel emotionally drained from my work	1	2	3	4	5	6	7
3.	I feel fatigued when I get up in the morning and must face another day on the job	1	2	3	4	5	6	7
4.	I feel used up at the end of the workday	1	2	3	4	5	6	7

Appendix 4.1: Descriptive Analysis

Demographic Profile: Gender

Gender

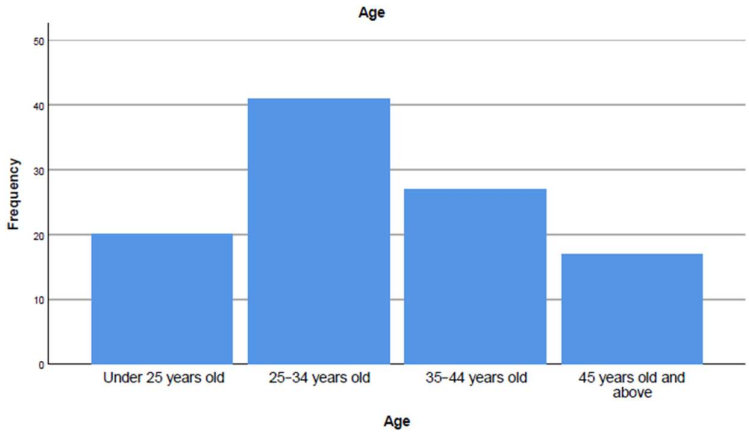
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	61.0	61.0	61.0
	Female	41	39.0	39.0	100.0
	Total	105	100.0	100.0	



Demographic Profile: Age

Age

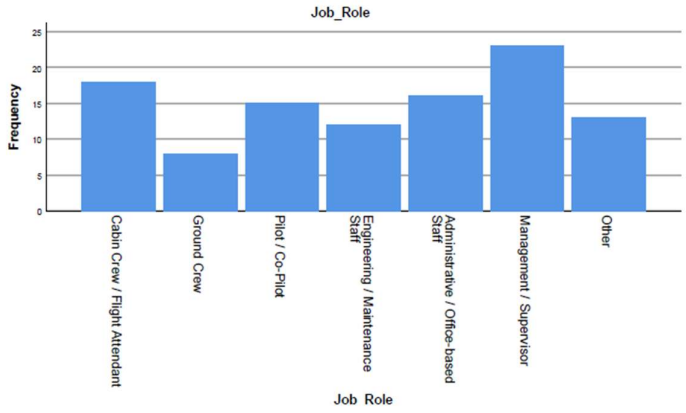
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25 years old	20	19.0	19.0	19.0
	25–34 years old	41	39.0	39.0	58.1
	35–44 years old	27	25.7	25.7	83.8
	45 years old and above	17	16.2	16.2	100.0
	Total	105	100.0	100.0	



Demographic Profile: Job Role

Job_Role

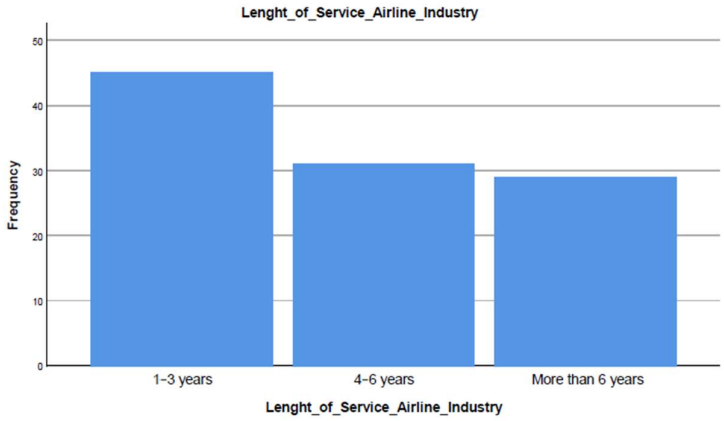
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Cabin Crew / Flight Attendant	18	17.1	17.1	17.1
	Ground Crew	8	7.6	7.6	24.8
	Pilot / Co-Pilot	15	14.3	14.3	39.0
	Engineering / Maintenance Staff	12	11.4	11.4	50.5
	Administrative / Office-based Staff	16	15.2	15.2	65.7
	Management / Supervisor	23	21.9	21.9	87.6
	Other	13	12.4	12.4	100.0
	Total	105	100.0	100.0	



Demographic Profile: Length of Service Industry

Lenght_of_Service_Airline_Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1–3 years	45	42.9	42.9	42.9
	4–6 years	31	29.5	29.5	72.4
	More than 6 years	29	27.6	27.6	100.0
	Total	105	100.0	100.0	



Demographic Profile: Employment Type

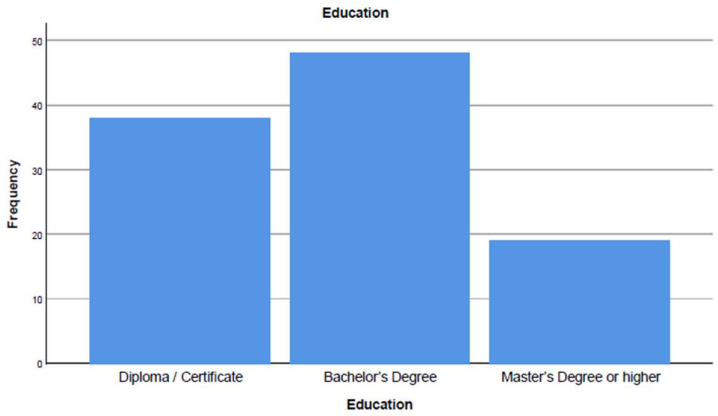
Employment_Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full-time	105	100.0	100.0	100.0

Demographic Profile: Education

Education

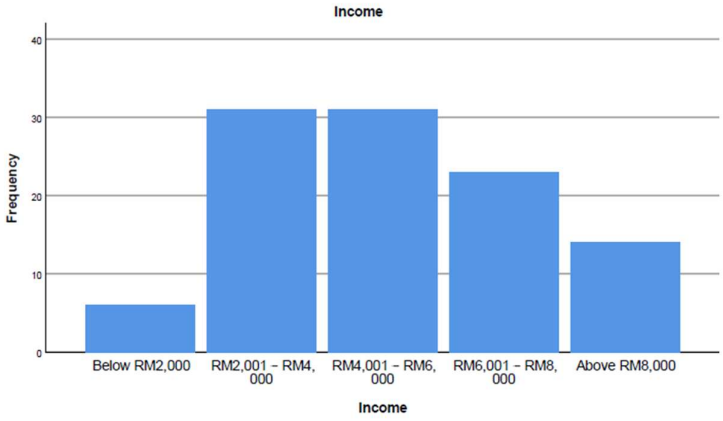
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma / Certificate	38	36.2	36.2	36.2
	Bachelor's Degree	48	45.7	45.7	81.9
	Master's Degree or higher	19	18.1	18.1	100.0
	Total	105	100.0	100.0	



Demographic Profile: Income

Income

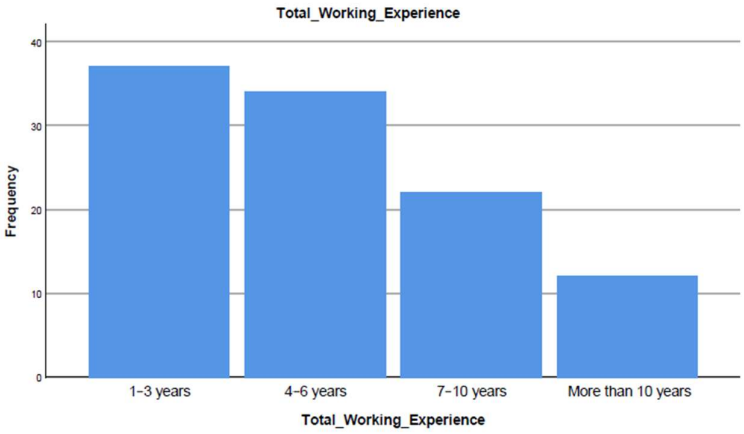
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM2,000	6	5.7	5.7	5.7
	RM2,001 – RM4,000	31	29.5	29.5	35.2
	RM4,001 – RM6,000	31	29.5	29.5	64.8
	RM6,001 – RM8,000	23	21.9	21.9	86.7
	Above RM8,000	14	13.3	13.3	100.0
	Total	105	100.0	100.0	



Demographic Profile: Total Working Experience

Total_Working_Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	37	35.2	35.2	35.2
	4-6 years	34	32.4	32.4	67.6
	7-10 years	22	21.0	21.0	88.6
	More than 10 years	12	11.4	11.4	100.0
	Total	105	100.0	100.0	



Appendix 4.2: Descriptive Statistics on Variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JE_AVG	105	1.00	7.00	4.0548	1.74965
OCB_AVG	105	1.00	7.00	2.4302	1.18299
EE_AVG	105	1.00	7.00	5.3643	1.19897
TI_AVG	105	1.00	7.00	5.0738	1.25140
Valid N (listwise)	105				

```
DESCRIPTIVES VARIABLES=JE_AVG OCB_AVG EE_AVG TI_AVG
  /STATISTICS=MEAN STDDEV KURTOSIS SKEWNESS.
```

Descriptives

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
JE_AVG	105	4.0548	1.74965	-.030	.236	-.901	.467
OCB_AVG	105	2.4302	1.18299	1.278	.236	2.507	.467
EE_AVG	105	5.3643	1.19897	-.875	.236	1.369	.467
TI_AVG	105	5.0738	1.25140	-.871	.236	1.413	.467
Valid N (listwise)	105						

Appendix 4.3: Reliability Test

Independent Variable: Job Embeddedness

Case Processing Summary

		N	%
Cases	Valid	105	100.0
	Excluded[a]	0	.0
	Total	105	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.972	4

Independent Variable: Organisational Citizenship Behaviour

Case Processing Summary

		N	%
Cases	Valid	105	100.0
	Excluded[a]	0	.0
	Total	105	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.939	6

Independent Variable: Emotional Exhaustion

Case Processing Summary

		N	%
Cases	Valid	105	100.0
	Excluded[a]	0	.0
	Total	105	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.945	4

Dependent Variable: Turnover Intention

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	105	100.0
	Excluded[a]	0	.0
	Total	105	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

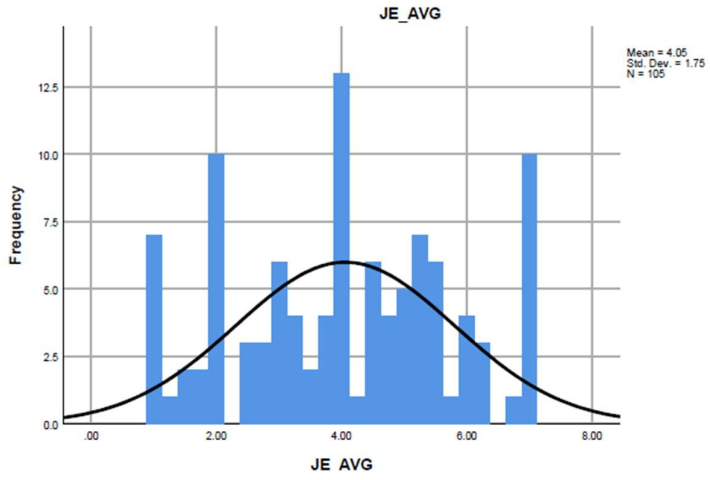
Cronbach's Alpha	N of Items
.866	4

Appendix 4.4: Frequencies and Histogram of Variables

Independent Variable: Job Embeddedness

JE_AVG

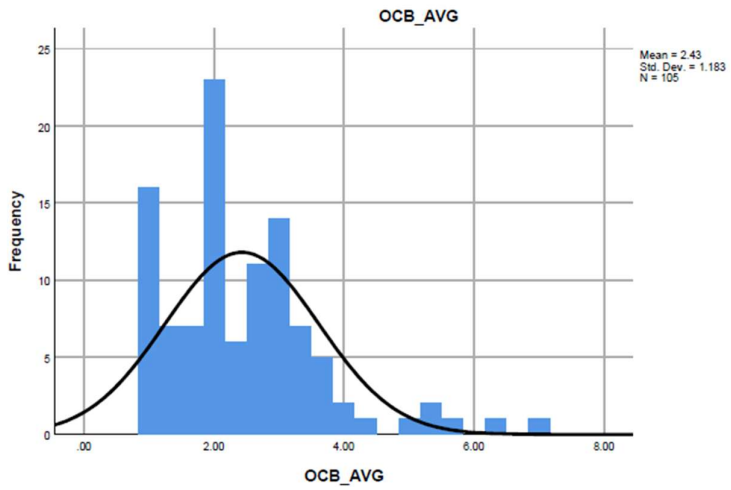
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	7	6.7	6.7	6.7
	1.25	1	1.0	1.0	7.6
	1.50	2	1.9	1.9	9.5
	1.75	2	1.9	1.9	11.4
	2.00	10	9.5	9.5	21.0
	2.50	3	2.9	2.9	23.8
	2.75	3	2.9	2.9	26.7
	3.00	6	5.7	5.7	32.4
	3.25	4	3.8	3.8	36.2
	3.50	2	1.9	1.9	38.1
	3.75	4	3.8	3.8	41.9
	4.00	13	12.4	12.4	54.3
	4.25	1	1.0	1.0	55.2
	4.50	6	5.7	5.7	61.0
	4.75	4	3.8	3.8	64.8
	5.00	5	4.8	4.8	69.5
	5.25	7	6.7	6.7	76.2
	5.50	6	5.7	5.7	81.9
	5.75	1	1.0	1.0	82.9
	6.00	4	3.8	3.8	86.7
	6.25	3	2.9	2.9	89.5
	6.75	1	1.0	1.0	90.5
	7.00	10	9.5	9.5	100.0
	Total	105	100.0	100.0	



Independent Variable: Organisational Citizenship Behaviour

OCB_AVG

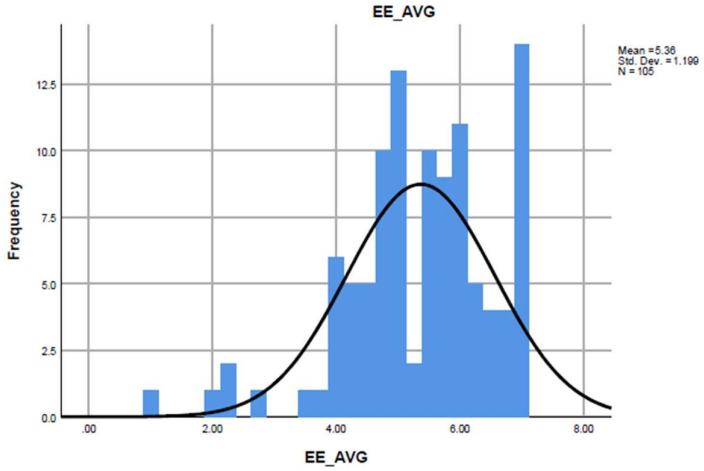
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	16	15.2	15.2	15.2
	1.17	3	2.9	2.9	18.1
	1.33	4	3.8	3.8	21.9
	1.50	4	3.8	3.8	25.7
	1.67	3	2.9	2.9	28.6
	1.83	4	3.8	3.8	32.4
	2.00	8	7.6	7.6	40.0
	2.17	11	10.5	10.5	50.5
	2.33	6	5.7	5.7	56.2
	2.50	6	5.7	5.7	61.9
	2.67	5	4.8	4.8	66.7
	2.83	2	1.9	1.9	68.6
	3.00	9	8.6	8.6	77.1
	3.17	3	2.9	2.9	80.0
	3.33	7	6.7	6.7	86.7
	3.50	4	3.8	3.8	90.5
	3.67	1	1.0	1.0	91.4
	3.83	1	1.0	1.0	92.4
	4.00	1	1.0	1.0	93.3
	4.33	1	1.0	1.0	94.3
	4.83	1	1.0	1.0	95.2
	5.33	2	1.9	1.9	97.1
	5.67	1	1.0	1.0	98.1
	6.33	1	1.0	1.0	99.0
	7.00	1	1.0	1.0	100.0
	Total	105	100.0	100.0	



Independent Variable: Emotional Exhaustion

EE_AVG

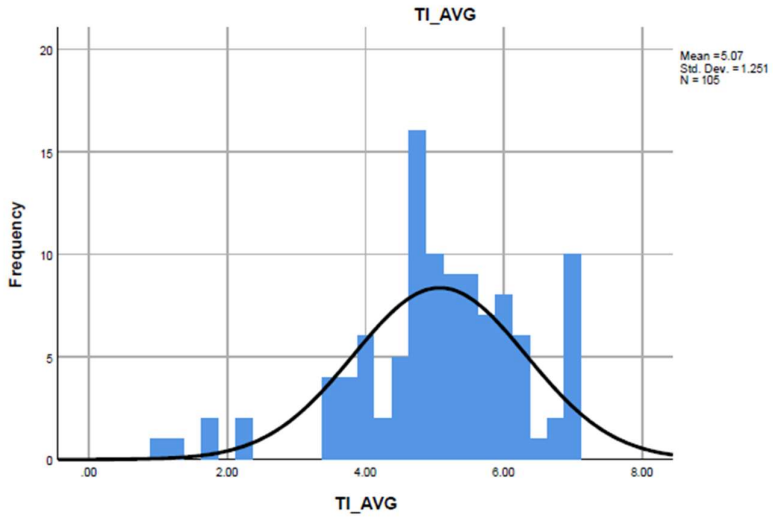
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	1.0	1.0	1.0
	2.00	1	1.0	1.0	1.9
	2.25	2	1.9	1.9	3.8
	2.75	1	1.0	1.0	4.8
	3.50	1	1.0	1.0	5.7
	3.75	1	1.0	1.0	6.7
	4.00	6	5.7	5.7	12.4
	4.25	5	4.8	4.8	17.1
	4.50	5	4.8	4.8	21.9
	4.75	10	9.5	9.5	31.4
	5.00	13	12.4	12.4	43.8
	5.25	2	1.9	1.9	45.7
	5.50	10	9.5	9.5	55.2
	5.75	9	8.6	8.6	63.8
	6.00	11	10.5	10.5	74.3
	6.25	5	4.8	4.8	79.0
	6.50	4	3.8	3.8	82.9
	6.75	4	3.8	3.8	86.7
	7.00	14	13.3	13.3	100.0
	Total	105	100.0	100.0	



Dependent Variable: Turnover Intention

TI_AVG

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	1.0	1.0	1.0
	1.25	1	1.0	1.0	1.9
	1.75	2	1.9	1.9	3.8
	2.25	2	1.9	1.9	5.7
	3.50	4	3.8	3.8	9.5
	3.75	4	3.8	3.8	13.3
	4.00	6	5.7	5.7	19.0
	4.25	2	1.9	1.9	21.0
	4.50	5	4.8	4.8	25.7
	4.75	16	15.2	15.2	41.0
	5.00	10	9.5	9.5	50.5
	5.25	9	8.6	8.6	59.0
	5.50	9	8.6	8.6	67.6
	5.75	7	6.7	6.7	74.3
	6.00	8	7.6	7.6	81.9
	6.25	6	5.7	5.7	87.6
	6.50	1	1.0	1.0	88.6
	6.75	2	1.9	1.9	90.5
	7.00	10	9.5	9.5	100.0
	Total	105	100.0	100.0	



Appendix 4.5: Multicollinearity Test

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	EE_AVG, JE_AVG, OCB_AVG[b]	.	Enter

a. Dependent Variable: TI_AVG

b. All requested variables entered.

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	JE_AVG	.986	1.014
	OCB_AVG	.560	1.785
	EE_AVG	.555	1.802

a. Dependent Variable: TI_AVG

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	JE_AVG	OCB_AVG	EE_AVG
1	1	3.672	1.000	.00	.01	.01	.00
	2	.209	4.188	.00	.08	.36	.02
	3	.109	5.800	.01	.90	.00	.06
	4	.009	19.955	.98	.01	.63	.92

a. Dependent Variable: TI_AVG

Appendix 4.6: Pearson Correlation Test

Job Embeddedness with Turnover Intention

Correlations

		TI_AVG	JE_AVG
TI_AVG	Pearson Correlation	1	-.098
	Sig. (2-tailed)		.320
	N	105	105
JE_AVG	Pearson Correlation	-.098	1
	Sig. (2-tailed)	.320	
	N	105	105

Organisational Citizenship Behaviour with Turnover Intention

Correlations

		OCB_AVG	TI_AVG
OCB_AVG	Pearson Correlation	1	-.626**
	Sig. (2-tailed)		.000
	N	105	105
TI_AVG	Pearson Correlation	-.626**	1
	Sig. (2-tailed)	.000	
	N	105	105

Emotional Exhaustion with Turnover Intention

Correlations

		EE_AVG	TI_AVG
EE_AVG	Pearson Correlation	1	.679**
	Sig. (2-tailed)		.000
	N	105	105
TI_AVG	Pearson Correlation	.679**	1
	Sig. (2-tailed)	.000	
	N	105	105

Appendix 4.7: Multiple Linear Regression Analysis

Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	EE_AVG, JE_AVG, OCB_AVG[b]	.	Enter

a. Dependent Variable: TI_AVG

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.735[a]	.540	.527	.86092

a. Predictors: (Constant), EE_AVG, JE_AVG, OCB_AVG

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.006	3	29.335	39.579	.000[b]
	Residual	74.860	101	.741		
	Total	162.865	104			

a. Dependent Variable: TI_AVG

b. Predictors: (Constant), EE_AVG, JE_AVG, OCB_AVG

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.526	.695		5.070	.000
	JE_AVG	-.110	.049	-.154	-2.265	.026
	OCB_AVG	-.320	.095	-.302	-3.351	.001
	EE_AVG	.517	.095	.495	5.464	.000

Coefficients[a]

Model		95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound
1	(Constant)	2.146	4.905
	JE_AVG	-.206	-.014
	OCB_AVG	-.509	-.130
	EE_AVG	.329	.704

a. Dependent Variable: TI_AVG