

**THE RELATIONSHIP BETWEEN PAY SATISFACTION, LEADERSHIP
STYLES, AND INTENTION TO LEAVE AMONG LOCAL EMPLOYEES AT
YAMAHA ELECTRONICS MANUFACTURING (M) SDN. BHD.**

By

MUHASHAMSANI BIN ABDUL GHANI

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
in Partial Fulfilment of the Requirement for the
Master of Human Resources Management



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK
(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

MUHASHAMSANI BIN ABDUL GHANI (814921)

Calon untuk Ijazah Sarjana

(Candidate for the degree of) **MASTER OF HUMAN RESOURCE MANAGEMENT**

Telah mengemukakan kertas projek yang bertajuk

(has presented his/her project paper of the following title)

**THE RELATIONSHIP BETWEEN PAY SATISFACTION, LEADERSHIP STYLES, AND INTENTION TO
LEAVE AMONG LOCAL EMPLOYEES AT YAMAHA ELECTRONICS MANUFACTURING (M)
SDN. BHD.**

Seperti yang tercatat di mukasurat tajuk dan kulit kertas project
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **DR. ZULKIFLEE BIN DAUD**
(Name of Supervisor)

Tandatangan :
(Signature)

A handwritten signature in black ink, appearing to be 'Zulkiflee Bin Daud', written over a horizontal line.

Tarikh : **16 MAC 2015**
(Date)

PERMISSION TO USE

In presenting this dissertation/project paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation/project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation/project paper. It is understood that any copying or publication or use of this dissertation/project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my dissertation/project paper.

Request for permission to copy or to make other use of materials in this dissertation/project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

Employee turnover is an inevitable scenario faced by many organizations irrespective of its economic sectors. Uncontrollable turnover is extremely costly for the employer because it involves efforts, times and costs of rehiring, training, and low productivity effects. Intention to leave is found as the strongest predictor for actual turnover in previous studies. Due to high turnover ratio among manufacturing workers in Malaysia, it demands great concern and some insights on intention to leave subject. This research explored the causes that trigger workers' intention to leave towards their current company. In this regard, this study attempts to determine the significance relationships of pay satisfaction and leadership styles on intention to leave among local employees in electrical and electronics manufacturing company. Data were gathered using questionnaires collected from 272 local employees in Yamaha Electronics Manufacturing (M) Sdn. Bhd. The findings resulted in acceptance of the study hypotheses formulated. Pay satisfaction, transactional leadership style (i.e. contingent rewards, action management-by-exception), and transformational leadership style (intellectual stimulation, idealized influence, individual consideration, inspiration motivation, idealized belief, and ethical decision making) were significantly correlated and contributed to the intention to leave. Based on findings of the study, theoretical and possibility of implications are discussed. Limitation and recommendations for future research are also underlined. Hence, with limited literatures on the topic of pay satisfaction, transactional leadership style, transformational leadership style, and intention to leave in the context of electrical and electronics manufacturing sector in Malaysia, the findings have, to some extent, contributed to the understanding of the intention to leave aspects and enrich the knowledge of these subjects especially in Malaysian employment landscape.

Keywords: Employee Turnover, Pay Satisfaction, Transactional Leadership Style, Transformational Leadership Style, Intention to Leave.

ABSTRAK

Pusing ganti pekerja adalah senario yang tidak dapat dielakkan yang dihadapi oleh kebanyakan organisasi tanpa mengira sektor ekonominya. Pusing ganti pekerja yang tidak terkawal adalah amat mahal bagi majikan kerana ia melibatkan usaha, masa dan kos menggaji semula, memberi latihan, dan juga kesan produktiviti yang rendah. Niat untuk meninggalkan didapati sebagai peramal yang kuat untuk pusing ganti pekerja sebenar dalam kajian sebelum ini. Oleh kerana nisbah pusing ganti pekerja yang tinggi di kalangan pekerja perkilangan tempatan di Malaysia, ia menuntut perhatian besar dan beberapa pemahaman mengenai perihal niat untuk meninggalkan. Kajian ini meneroka sebab-sebab yang mencetus niat pekerja untuk meninggalkan syarikat semasa mereka. Dalam hal ini, kajian ini mencuba untuk menentukan hubungan yang signifikasi kepuasan gaji dan gaya kepimpinan ke atas niat untuk meninggalkan di kalangan pekerja dalam sektor pembuatan elektrik dan elektronik. Data dikumpul dengan menggunakan borang soal selidik yang diperolehi daripada 272 pekerja tempatan di Yamaha Electronics Manufacturing (M) Sdn. Bhd. Hasil kajian ini merumuskan bahawa hipotesis-hipotesis yang diutarakan adalah boleh diterima. Kepuasan gaji, gaya kepimpinan transaksi (iaitu ganjaran luar jangka, tindakan pengurusan-dengan-pengecualian), dan kepimpinan transformasi (rangsangan intelektual, pengaruh idealisme, pertimbangan individu, motivasi inspirasi, kepercayaan yang ideal, dan membuat keputusan beretika) memang mempunyai hubungan yang signifikan dan menyumbang kepada hasrat untuk meninggalkan organisasi. Berdasarkan hasil kajian, teori dan implikasi yang mungkin akan berlaku telah dibincangkan. Had dan cadangan kajian akan datang juga digariskan. Oleh itu, dengan ulasan karya yang terhad perihal topik kepuasan gaji, gaya kepimpinan transaksi, gaya kepimpinan transformasi, dan niat untuk meninggalkan dalam sektor pembuatan elektrik dan elektronik di Malaysia, hasil penemuan, sedikit sebanyak telah menyumbang kepada pemahaman mengenai niat untuk meninggalkan dan memperkayakan pengetahuan tentang perkara ini khususnya dalam landskap pekerjaan Malaysia.

Kata kunci: Pusing Ganti Pekerja, Kepuasan Gaji, Gaya Kepimpinan Transaksional, Gaya Kepimpinan Transformasional, Niat Untuk Meninggalkan.

DEDICATION

To my beloved parents

Abdul Ghani bin Ibrahim

Selmiah binti Ismail

To my lovely wife

Roziyah binti Din @ Mior Ibrahim

To my precious children

Nurul Khairunnisa binti Muhashamsani

Nurul Farahin binti Muhashamsani

Muhammad Danial bin Muhashamsani

ACKNOWLEDGEMENTS

‘In the name of Allah, The Most Gracious and The Most Merciful, and peace be upon our Greatest Prophet Muhammad S.A.W’.

First and foremost, I am using this opportunity to express my gratitude and gratefulness to Dr. Zulkiflee bin Daud, who taught me well the Industrial Relations subject and subsequently became my thesis supervisor. I am thankful for his aspiring guidance, continuous support, friendly advice, and invaluable constructive criticism throughout my learning journey. In the searching of enlightenment for some contemporary human resources issues, he constantly shares his thoughts which are always outside the box. May Allah continues grant him a wisdom and strength.

I also would like to express my appreciation to my Managing Director, Mr. Kiyoyuki Suzuki who gives me an approval to conduct study at this organization. Without his permission this study will not be possible.

A very heart full thanks to my dearest wife, Roziah for her endless love, caring, sacrifices, understanding, and supports. She was the one who inspired me to start my Master Degree journey. With her knowledge, she always offers me with spontaneous and invaluable ideas when I needed. This thesis work is made especially for her.

To my eldest daughter, Khairunnisa who are going to graduate in the same time with me at UUM in 2015, her encouragement makes me feel motivated. To my second daughter Farahin and son Danial, for the past two years I am always not be at home during weekends, their understandings, and patience really touched me. May Allah blesses them the wisdoms to achieve all their future undertakings.

Finally yet importantly, I would also like to thank to my Master Degree journey companion, Syazwan Syah. He always shared his knowledge with me and without getting bored listened to all my ups and downs. A friend in need is a friend indeed.

TABLE OF CONTENTS

	Page
PERMISSION TO USE	ii
ABSTRACT	iii
ABSTRAK	iv
DEDICATION	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii
LIST OF APPENDICES	xi
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
 CHAPTER 1: INTRODUCTION	
1.1 Introduction	1
1.2 Background of Study	3
1.3 Problem Statement	9
1.4 Research Questions	13
1.5 Research Objectives	13
1.6 Significant of Study	13
1.7 Scope and Limitation of the Study	14
1.8 Organization of the Thesis	15
 CHAPTER 2: LITERATURE REVIEW	
2.1 Introduction	17
2.2 Turnover and Intention to Leave	18
2.3 Pay Satisfaction	27
2.4 Leadership Styles	31
2.4.1 Transformational Leadership Behavior	33
2.4.1.1 Idealized Influence	33
2.4.1.2 Inspirational Motivation	33

TABLE OF CONTENTS

	Page
2.4.1.3 Individual Consideration	33
2.4.1.4 Intellectual Stimulation	34
2.4.2 Transactional Leadership Behavior	34
2.4.2.1 Contingent Reward	36
2.4.2.2 Management by Exception – Active	37
2.4.2.3 Management by Exception – Passive	38
2.5 The Relationship between Pay Satisfaction and Intention to Leave	39
2.6 The Relationship between Leadership Styles and Intention to Leave	42
2.7 Summary	47
 CHAPTER 3: RESEARCH METHODOLOGY	
3.1 Introduction	48
3.2 Research Framework	48
3.3 Hypothesis Development	49
3.4 Research Design	49
3.4.1 Type of Research	49
3.4.2 Data Collection Method	50
3.5 Population and Sampling Procedure	50
3.5.1 Population	50
3.5.2 Sampling Procedure	51
3.5.3 Unit of Analysis	53
3.6 Design of Questionnaire	53
3.7 Operational Definitions and Items	56
3.8 Pilot Study	58
3.8.1 Reliability Test	59
3.9 Data Collection Procedure	59
3.10 Techniques of Data Analysis	60
3.10.1 Validity Tests	60

TABLE OF CONTENTS

	Page
3.10.2 Factor Analysis	60
3.10.2.1 Prerequisite for Factor Analysis	61
3.10.3 Pearson Correlation Analysis	62
3.11 Conclusion	63
CHAPTER 4: DATA ANALYSIS AND FINDINGS	
4.1 Introduction	64
4.2 Respondents Profiles	64
4.3 Pilot Study	67
4.4 Data Screening	71
4.4.1 Linearity Test	71
4.4.2 Normality Test	71
4.4.3 Removal of Multivariate Outliers	72
4.5 Factor Analysis	73
4.5.1 Prerequisite for Factor Analysis	73
4.5.1.1 Pay Satisfaction	73
4.5.1.2 Transactional Leadership	74
4.5.1.3 Transformational Leadership	74
4.5.2 Factor Loading	74
4.5.2.1 Pay Satisfaction	75
4.5.2.2 Transactional Leadership	75
4.5.2.3 Transformational Leadership	76
4.5.2.4 Intention to Leave	77
4.6 Reliability Test after Factor Analysis	78
4.7 Correlations Analysis	79
4.7.1 Correlation Coefficient between Pay Satisfaction and Intention to Leave	79
4.7.2 Correlation Coefficient between Transactional after Factor Analysis and Intention to Leave	80

TABLE OF CONTENTS

	Page
4.7.3 Correlation Coefficient between Active Reward Monitoring and Intention to Leave	80
4.7.4 Correlation Coefficient between Laissez-Faire Monitoring and Intention to Leave	81
4.7.5 Correlation Coefficient between Transformational after Factor Analysis and Intention to Leave	82
4.7.6 Correlation Coefficient between Intellectual Stimulation and Intention to Leave	82
4.7.7 Correlation Coefficient between Idealize Belief and Intention to Leave	83
4.7.8 Correlation Coefficient between Ethical Decision Making and Intention to Leave	83
4.7.9 Correlation Coefficient between Idealize Influence and Intention to Leave	84
4.7.10 Correlation Coefficient between Individualize Consideration and Intention to Leave	85
4.7.11 Correlation Coefficient between Inspiration Motivation and Intention to Leave	85
4.8 Conclusion	86
CHAPTER 5: DISCUSSION AND CONCLUSION	
5.1 Introduction	87
5.2 Discussion and Findings	88
5.2.1 Pay Satisfaction with Intention to Leave	88
5.2.2 Transactional Leadership Styles with Intention to Leave	90
5.2.3 Transformational Leadership Styles with Intention to Leave	92
5.3 Recommendations	97
5.3.1 Management	97
5.3.2 Future Researchers	99
5.4 Conclusion	100
REFERENCES	101

LIST OF APPENDICES

	Page
APPENDIX A: Questionnaires	114
APPENDIX B: Demographic Variables	123
APPENDIX C: Pilot Study	125
APPENDIX D: Data Screening	128
APPENDIX E: Factor Analysis	148
APPENDIX F: Reliability Test after Factor Analysis	171
APPENDIX G: Correlation	176

LIST OF TABLES

Table 3.1	Disproportionate Stratified Random Sampling	52
Table 3.2	Measurement the Level of Agreement	55
Table 3.3	Operational Definition and Item	56
Table 3.4	Relationship between Variables and r Value	63
Table 4.1	Total of Returned Questionnaires	64
Table 4.2	Respondents' Demographic Profile	66
Table 4.3	Reliability Test (Cronbach Alpha Value)	68
Table 4.4	Skewness and Kurtosis Values	72
Table 4.5	Case Processing Summary for Mahalanobis's Distance	72
Table 4.6	Reliability Test after Factor Analysis	78
Table 4.7	Correlation Coefficient between Pay Satisfaction and Intention to Leave	80
Table 4.8	Correlation Coefficient between Transactional after Factor Analysis and Intention to Leave	80
Table 4.9	Correlation Coefficient between Active Reward Monitoring and Intention to Leave	81
Table 4.10	Correlation Coefficient between Laissez-Faire and Intention to Leave	81
Table 4.11	Correlation Coefficient between Transformational after Factor Analysis and Intention to Leave	82

		Page
Table 4.12	Correlation Coefficient between Intellectual Stimulation and Intention to Leave	83
Table 4.13	Correlation Coefficient between Idealize Belief and Intention to Leave	83
Table 4.14	Correlation Coefficient between Ethical Decision Making and Intention to Leave	84
Table 4.15	Correlation Coefficient between Idealize Influence and Intention to Leave	84
Table 4.16	Correlation Coefficient between Individualize Consideration and Intention to Leave	85
Table 4.17	Correlation Coefficient between Inspiration Motivation and Intention to Leave	86

LIST OF FIGURES

Figure 3.1	Research Framework	48
Figure 4.1	Mahalanobis's Boxplot	73

LIST OF ABBREVIATIONS

AV	Audio Video
DV	Dependent Variable
E&E	Electrical and Electronics
GDP	Gross Domestic Product
HR	Human Resources
H1	Hypothesis number one
H2	Hypothesis number two
HRM	Human Resources Management
IV	Independent Variable(s)
LMX	Leader-Member Exchange
MIDA	Malaysian Industrial Development Authority
MLQ	Multifactor Leadership Questionnaire
N	Symbol for population
QA	Quality Assurance
YCJ	Yamaha Corporation Japan
YEM	Yamaha Electronics Manufacturing (M) Sdn. Bhd.

CHAPTER 1

INTRODUCTION

1.1 Introduction

In line with the status of new industrialized country, the manufacturing industry in Malaysia plays a vital role in the economic development. According to annual report of gross domestic product (GDP) released on May 2014, manufacturing industry stands as the second largest contributor to the GDP after the service industry (Department of Statistics, 2014). In 2005 it contributes RM149.7 billion or 27.5 percent of GDP. Since then, the manufacturing industry remains as the second largest contributor to GDP, which in 2013 it recorded RM193.2 billion or 24.5 percent (Department of Statistics, 2014). The electrical and electronics (E&E) industry continues as one of the major sub-sector to the manufacturing industry whereby it generates 24.5 percent of stake for manufacturing value (Department of Statistics, 2014).

Generally, manufacturing is a process that incorporates the use of machinery, equipment, and workforce to transform raw materials into products and ready for sale. Among these elements, workforce is paramount to the manufacturing industry. For the sake of being more productive and competitive it is important for all manufacturing companies to retain talented employees and reduce turnover problem (Nor, 2012). In addition, Zaleha et al. (2011) indicated that by increasing the domestic labor, foreign labor, and material it will yield positive influence on the labor productivity of the manufacturing industries. Manufacturing industry has provided huge employment opportunities for Malaysians. In fact, manufacturing

The contents of
the thesis is for
internal user
only

REFERENCES

- Abbasi, S. a. (2000). Turnover: The Real Bottom Line. *Public Personnel Management*, 29, 333-342.
- Abbasi, S. M., Hollman, K. W., & Hayes, R. D. (2008). Bad Bosses and How Not to Be One. *Information Management Journal*, 42(1), 52-56.
- Adams, J. S. (1965). Inequity in social exchange. In B. L., *Advances in experimental social psychology* (Vol. 2, pp. 267-299). New York: Academic Press.
- Ahmad, A. (2011). Employee perception of leaders' transformational and transactional leadership behavior: A comparison between high and low performance estates at Kumpulan Ladang Perbadanan Kedah. *Unpublished Master Thesis, Universiti Utara Malaysia*.
- Ajzen, I. a. (1980). *Understanding Attitudes and Predicting Social Behaviour*. New Jersey: Prentice-Hall.
- Ali, N. a. (2010). Job satisfaction and employees turnover intention: Case study of NWFP Pakistan based banking sector. . *Institute of Interdisciplinary Business Research*, 39-66.
- Aminuddin, M. (2011). *Human Resource Management: Principles and Practices* (2 ed.). Shah Alam: Oxford Fajar Sdn. Bhd.

- Aondoaver Ucho, T. M. (2012). Job Satisfaction, Gender, Tenure, and Turnover Intentions among Civil Servants in Benue State. *Interdisciplinary Journal of Contemporary Research in Business*, 3(11), 378-387.
- Avolio, B. J. (1999). *Full Leadership Development: Building the Vital Forces in Organization*. Thousand Oaks, CA: Sage.
- Ayaru, V. B. (2012). The impacts of human resource management practices on employee retention in Kulim Industrial Estate. *Unpublished Master Thesis Universiti Utara Malaysia*.
- Aziz, S. F. (2009). Relationship of quality of work life with tendency for turnover: A study among workers at Celestica Factory, Johor Bahru. Bangi: Universiti Kebangsaan Malaysia. *Unpublished Dissertation, Universiti Kebangsaan Malaysia*.
- Barlow, G. (1989). Deficiencies and the pertuation of of power: Latent functions in management appraisal . *Journal of Management Studies*, 499-517.
- Bass, B. M. (2000). *Multifactor Leadership Questionnaires: Technical Report, Leader Form, Rater Form, and Scoring Key for MLQ Form 5Z-Short* (2 ed.). Redwood City: Mind Garden.
- Bergiel, E. N. (2009). Human resource practices, job embeddedness and intention to quit. *Management Research News*, 35, 205-219.
- Bhosle, V. K. (2012). Performance Management and Strategic Planning: Where Is The Link? *Zenith International Journal of Business Economics & Management Research*, 2(2), 133-142.
- Bibby, C. L. (2008). Should I stay or should I leave? Perceptions of age discrimination, organizational justice, and employee attitudes on intention to leave. *Journal of Applied Management and Entrepreneurship*, 13, 63-86.
- Bigliardi, B. P. (2005). Organizational socialization, career aspirations and turnover intentions among design engineers. . *Leadership & Organizational Development Journal*, 424-441.
- Branham, L. (2005). *The 7 Hidden Reasons Employees Leave – How to Recognize the Subtle Signs and Act Before It's Too Late*. New York: Amacom.
- Brislin, R. (1980). Translation and content analysis of oral and written material. In H. C. Triandis, *Handbook of cross-cultural psychology: Social psychology* (pp. 389-444). Boston: Allyn & Bacon.
- Brumback, G. B. (2003). Blending "we/me" in Performance Management. *Team Performance Management: An International Journal*, 167-173.
- Bryman, A. a. (2011). *Business Research Methods* (3 ed.). New York: Oxford University Press Inc.
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.

- Bycio, P., H. R. (1995). Further assessment of Bass's (1985). Conceptualization of transactional and transformational leadership. *Journal of Applied Psychology*, 80, 468-478.
- Carrahar, S. M. (2011). Turnover prediction using attitudes towards benefits, pay, and pay satisfaction among employees and entrepreneurs in Estonia, Latvia, and Lithuania. *Baltic Journal of Management*, 6(1), 25-52.
- Carraher, S. M. (2004a). A comparison of polychronicity levels among small business owners and non business owners in the US, China, Ukraine, Poland, Hungary, Bulgaria, and Mexico. *International Journal of Family Business*, 1(1), 97-101.
- Carraher, S. M. (2004b). Validation of a measure of international stress: findings from multinational health service organization professionals. *Journal of Applied Management and Entrepreneurship*, 9(3), 3-21.
- Carraher, S. M. (2004c). Pay satisfaction, cognitive complexity, and global solutions: is a single structure appropriate for everyone? *Journal of Applied Management and Entrepreneurship*, 9(2), 18-33.
- Carraher, S. M. (2005). "Felt fair pay of small to medium, sized enterprise (SME) owners in Finland and Latvia: an examination of Jaques' equity construct". *Journal of Small Business Strategy*, 16(1), 1-8.
- Carraher, S. M. (2009). *Global Entrepreneurship*. Dubuque, IA.: Kendall Hunt Publishing.
- Carroll, A. B. (2008). *Business & Society* (8 ed.). Mason, Ohio, USA: South Western Cengage Learning.
- Cavana, R. Y. (2001). *Applied business research: Qualitative and quantitative methods*. New York: John Wiley & Sons Inc.
- Chan, B. Y.-F., Yeoh, S. F., Lim, C. L., & Othman, S. (2010). An Exploratory Study on Turnover Intention among Private Sector Employees. *International Journal of Business and Management*, 5(8), 57-64.
- Chen, G. P. (2011). The power of momentum: A new model of dynamic relationships between job satisfaction change and turnover intentions. *Academy of Management Journal*, 54(1), 159-181.
- Chen, X. H. (1998). The role of organization citizenship behaviour in turnover: conceptualization and preliminary tests of key hypotheses. *Journal of Applied Psychology*, 83, 922-931.
- Chew, J. a. (2008). Human Resource Practices, Organizational Commitment and Intention to Stay. *International Journal of Manpower*, 29(6), 503-522.
- Chiu, R. K. (2002). Retaining and Motivating Employees: Compensation Preferences in Hong Kong and China. *Personnel Review*, 31(4), 402-431.
- Choi Sang Long, L. Y. (2012). *Leadership Styles and Employees' Turnover Intention: Exploratory Study of Academic Staff in a Malaysian College*, 19(4), 575-581.

- Cobb, A. W. (1995). Justice in the Making: Towards Understanding the Theory and Practice of Justice in Organizational Change and Development. In W. A. Woodman, *Research in Organization Change and Development* (Vol. 8, pp. 243-295). Greenwich: JAI Press.
- Cohen, A. &. (2007). Predicting absenteeism and turnover intentions by past absenteeism and work attitudes: An empirical examination of female employees in long-term nursing care facilities. *Career Development International*, 12, 416-432.
- Constanti, A. Z. (2010). Leadership Styles and Burnout: Is There an Association? *International Journal of Contemporary Hospitality*, 22(3), 300-320.
- Cottini, E. K. (2009). *Adverse Workplace Conditions, High-Involvement Work Practices and Labor Turnover: Evidence from Danish Linked Employer-Employee Data*. Bonn: The Institute of Study of Labor.
- Cotton, J. &. (1986). Employee turnover: A meta-analysis and review with implication for research. *Academic of Management Review*, 11(1), 55-70.
- Creswell, C. (2012). Review of Employment Law in The United Kingdom. *Proceedings of Modernisation of Labour Legislation and Dispute Resolution Process: An International Perspective*, 26-27 June. Kuala Lumpur, Malaysia.
- Dalton, D. R. (1979). Turnover turned over: An expanded and positive perspective. *Academy of Management Review*, 4, 225-236.
- Davis, R. (1992). *Person-Environment fit and job satisfaction*. New York: Lexington Book.
- Day, N. E. (2011). Perceived pay communication, justice and pay satisfaction. *Employee Relations*, 33(5), 476-497.
- DeConinck, J. B. (1996). A construct validity analysis of scores on measures of distributive justice and pay satisfaction. *Educational and Psychological Measurement*, 56, 1026-1036.
- Department of Statistics. (2014). *Annual Gross Domestic Product 2005 - 2013*. Kuala Lumpur: Government Printers.
- Department of Statistics, M. (2014). *Annual Gross Domestic Product*. Department of Statistics, Malaysia. Kuala Lumpur: Government Printer.
- Dickter, D. N. (1996). Temporal tempering: An event history analysis of the process of voluntary turnover. *Journal of Applied Psychology*, 81, 705-716.
- Dreher, G. F. (1988). Benefit coverage and employer cost: Critical factors in explaining compensation satisfaction. *Personnel Psychology*, 41, 237-254.
- Dyne, L. V. (1995). Extra role behaviors: In pursuit of construct and definitional clarity (a bridge over muddied waters). *Academic of Management Journal*, 765-802.
- Edmonds, J. (2011). *Managing Successful Change*. Wantage, UK: Emerald Group Publishing Limited.

- Epstein, W. G. (2005). A study of transformational and transactional leadership and the effect on project manager turnover intentions. *Unpublished Doctoral Dissertation, Pepperdine University*.
- Firth, L. M. (2003). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 170-187.
- Fong, S. C. (2003). The dimensionality and determinants of pay satisfaction: A cross-cultural investigation of a group incentive plan. *International Journal of Human Resource Management*, 14, 559-580.
- Gaiduk, R. G. (2009). Limiting the brain drain: determinants of employee organizational attachment in Lithuania. *Baltic Journal of Management*, 4(2), 149-168.
- George, J. M. (1999). *Organizational Behavior*. NYC: Addison-Wesley Publishing Company Inc.
- George, J. M., & Jones, G. R. (1999). *Organizational Behavior* (2 ed.). New York: Addison-Wesley.
- Gerhart, B. a. (1992). Employee compensation: Research and Practice. In M. D. Dunnette, *Handbook of industrial and organizational psychology* (pp. 481-569). Palo Alto, California: Consulting Psychologists Press.
- Gerhart, B. a. (2003). *Compensation: Theory, Evidence, and Strategic Implications*. Thousand Oaks, CA: Sage.
- Ghazali, H. (2010). Employee intention to leave a job: A case of Malaysian fast food industry. *Doctoral Dissertation, University of Waikato*.
- Grant, R. M. (2003). Strategic Planning in a Turbulent Environment: Evidence from the Oil Majors. *Strategic Management Journal*, 24(6), 491-517.
- Griffeth, R. W. (2000). Sources of conflict between work and family roles. *Academy of Management Review*, 26, 463-488.
- Griffin, R. W. (1999). *Management* (6 ed.). New York: Houghton Mifflin Company.
- Gustainiene, L. a. (2009). Job satisfaction and subjective health among sales managers. *Baltic Journal of Management*, 4(1), 51-65.
- Hair, J. F. (1998). *Multivariate Data Analysis*, (5 ed.). Upper Saddle River: Prentice-Hall Inc.
- Harris, R. B. (2008). An examination of the impact of supervisor on the relationship between job strains and turnover intention for computer workers. *Journal of Applied Social Psychology*, 2108-2131.
- Hasin, H. H. (2007). An empirical study on job satisfaction, job-related stress and intention to leave among audit staff in public accounting firms in Melaka. *Journal of Financial Reporting & Accounting*, 21-39.
- Hassan, A. a. (2011). Role of organizational justice in determining work outcomes of national and expatriate academic staff in Malaysia. *Journal of Commerce and Management*, 82-93.

- Hemdi, M. A. (2006). Turnover intention of hotel employees: The role of Human Resource Management practices, trust in organization, and affective commitment. *Unpublished Dissertation, University of Science Malaysia.*
- Heneman, H. G. (1985). Pay satisfaction. In M. a. Rowland, *Compensation attitudes* (pp. 115-140). Greenwich: JAI Press.
- Heneman, H. G. (1985). Pay satisfaction: Its multidimensional nature and measurement. *International Journal of Psychology, 20*, 129-141.
- Heneman, H. G. (1985). Pay satisfaction: Its multidimensional nature and measurement. *International Journal of Psychology, 20*, 129-140.
- Heneman, H. G. (2000). Compensation attitudes: A review and recommendations for future research. In S. L. Rynes, *Compensation in organization: Progress and prospects* (pp. 61-103). San Francisco: Jossey-Bass.
- Heneman, R. L. (1988). The relationship between pay for performance perceptions and pay satisfaction. *Personnel Psychology, 41*, 745-759.
- Heravi, M. G. (2010). Investigating the relationships between leadership style and personnel turnover intention in IT Companies in Iran. *Proceedings of the 2010 Special Interest Group on Management Information System's 48th Annual Conference on Computer Personnel Research* (pp. 48-54). New York: ACM.
- Hitchcock, D. E. (1992). The Engine of Empowerment. *Journal of Quality and Participation, 50-58.*
- Hollander, E. P. (1978). *Leadership dynamics: A practical guide to effective relationship.* New York: The Free Press.
- Hom, P. W. (1995). *Employee Turnover.* Ohio: South Western College.
- Hom, P. W. (2001). Toward a Greater Understanding of How Dissatisfaction Drives Employee Turnover. *Academy of Management Journal, 44*(5), 975-987.
- How, T. K. (1995). *Training and Developing Human Resources.* Federal Publication Sdn. Bhd.
- Howell, D. C. (1999). *Fundamental Statistics for the Behavioural Sciences* (4 ed.). California: Brooks/Cole Publishing Co.
- Howell, J. P. (2006). *Understanding behaviors for effective leadership* (2 ed.). Englewood Cliffs, New Jersey: Pearson Prentice Hall.
- Idris, M. Y. (2011). The Relationship between Human Resource Practices and Intention to Quit Among Executive Employees at MMC Oil & Gas Engineering Sdn. Bhd. *Unpublished Master Dissertation.*
- Jackofsky, E. F. (1987). A causal analysis of the impact of job performance on the voluntary turnover process. *Journal of Occupational Behaviour, 263-270.*
- Jadhav, S. K. (2011). *Virtual Classroom.* Mumbai: CDAC.
- Jamal, M. (2007). Burn-out and self-employment: a cross cultural empirical study. *Stress and Health, 23*(4), 249-256.

- Jehad. (2011). Job Satisfaction and Organizational Citizenship Behaviour: An Empirical Study At Higher Learning Institutions. *Asian Academy of Management Journal*, Vol 16, No. 2, 149-165.
- Jha, S. (2009). Determinants of employee turnover intentions: A Review. *Management Today*, 9(2), 26-33.
- Johanim Johari, T. F. (2012). Promoting Employee Intention to Stay: Do Human Resource Management Practices Matter? *Journal of Economics and Management*, 6(2), 396-416.
- Judge, T. A. (1993). Validity of the dimensions of the pay satisfaction questionnaire: Evidence of differential prediction. *Personnel Psychology*, 46, 331-335.
- Judge, T. A. (1994). A confirmatory investigation of the dimensionality of the pay satisfaction questionnaire. *Journal of Applied Psychology*, 79, 461-466.
- Kacmar, K. M. (2006). Sure everyone can be repalced...but at what cost? Turnover as a predictor of unit-level performance. *Academy of Management Journal*, 49, 133-144.
- Kakabadse, N. K. (2004). Directors' remuneration: the need for a geo-political perspective. *Personnel Review*, 33(5), 561-582.
- Kaur, A. (2008). International Migration and Governance in Malaysia: Policy and Performance. *UNEAC Asia Papers*, 2008(22), 1-18.
- Kessler, I. H. (2006). The fragmentation of pay determination in the British civil service: a union member perspective. *Personnel Review*, 35(1), 6-28.
- Kingdom, U. (2012). *Public perceptions of manufacturing and efforts to rebalance the UK economy*. University of Cambridge. London: United Kingdom.
- Kopelman, R. R. (1992). Rationale and construct validity evidence for the Job Search Behavior Index. *Journal of Vocational Behavior*, 40, 269-287.
- Kreitner, B. &. (2010). *Organizational Behavior* (9 ed.). New York: McGraw-Hill.
- Krejcie, R. V. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, 607-610.
- Kysilka, D. &. (2013). Employee turnover in the hospital industry. *Annals. Economics Science Series*, 19(2013), 377-384.
- Lacity, M. C. (2008). Turnover intentions of Indian IS professionals. *Information Systems Frontiers on Outsourcing*, 225-241.
- Lai, P. S. (2008). Distancing flexibility in hotel industry: The role of employment agencies as labor suppliers. *The International Journal of Human Resources Management*, 19, 132-154.
- Lambert, E. G. (2001). The impact of job satisfaction on turnover intent: A test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38, 233-250.

- Lawler, E. E. (1971). *Pay and organizational effectiveness*. New York: McGraw-Hill.
- Lawler, E. E. (1981). *Pay and organizational development*. Reading, MA: Addison Wesley.
- Lee, T. W. (1994). An alternative approach the unfolding model of employee turnover. *Academy of Management Review*, 19, 51-89.
- Li, J. T. (2011). Collective-HRM, firm strategy and firm performance: an empirical test. *International Journal of Human Resource Management*, 23(1), 190-203.
- Lievens, F. A. (2007). Measurement Invariance of the Pay Satisfaction Questionnaire Across Three Countries. *Educational and Psychological Measurement*, 67(6), 1042-1051.
- Locke, E. A. (1976). The nature and causes of job dissatisfaction. In *The Handbook of Industrial and Organizational Psychology* (In M.D. Dunnette ed., pp. 901-926). Chicago: Rand McNally.
- Lunnan, R. a. (2009). Is the standardization of human resource practices perceived as fair across national cultures? The cases of China, Lithuania, and Norway. *Baltic Journal of Management*, 4(2), 127-148.
- Lussier, R. N., & Achua, C. F. (2010). *Leadership: Theory, Application & Skill Development* (4 ed.). Mason: South-Western Cengage Learning.
- Malaysia. (2008a). *Annual Report*. Kuantan Municipal Council. Kuantan: Government Printers.
- Malaysia. (2008b). *Business Expectations Survey of Limited Companies - First Half*. Kuala Lumpur: Government Printers.
- Malaysia. (2008b). *Business Expectations Survey of Limited Companies - First Half*. Kuala Lumpur: Government Printers.
- Malaysia. (2008c). *Annual Report*. Department of Forest. Ipoh: Government Printers.
- Malaysia. (2011). *Annual Report*. Ministry of Communication and Heritage. Kuala Lumpur: Government Printers.
- Malaysia. (2012). *Annual Report*. Department of Survey and Mapping Malaysia. Kuala Lumpur: Government Printers.
- Malaysia. (2013). *Business Tendency Statistic - First Quarter*. Department of Statistics. Kuala Lumpur: Government Printers.
- Malaysia. (n.d.). *Business Tendency Statistics*.
- Mano-Negrin, R. T. (2004). Job search modes and turnover. *Career Development International*, 9(5), 442-458.
- March, J. a. (1958). *Organisations*. New York: Wiley & Son.
- Martocchio, J. J. (2011). *Strategic Compensation (6th. Edition)*. New Jersey: Pearson Education, Inc / Prentice Hall.
- Martocchio, J. J. (2013). *Strategic Compensation: A Human Resource Management Approach* (7 ed.). New Jersey, New Jersey: Pearson Education, Inc.

- Masroor, A. a. (2010). Level of Job Satisfaction and Intent to Leave Among Malaysian Nurses. *Semiannual Publication*, 3(1), 123.
- Masroor, A. M. (2010). Level of Job Satisfaction and Intent to Leave among Malaysian Nurses. *Business Intelligence Journal*, 3(1), 123-137.
- Maxwell K. H., J. J. (2003). Perceived career incentives and intent to leave. *Information & Management*, 40, 361-369.
- McPherson, B. (1976). Involuntary Turnover and Organizational Effectiveness in the National Hockey League. In R. S. Gruneau, *In Canadian Sport: Sociological Perspectives* (pp. 259-275). Don Milss: Addison-Wesley.
- Mello, J. A. (2011). *Strategic Management of Human Resources* (3 ed.). South-Western: Cengage Learning.
- Meyers, L. G. (2006). *Applied Multivariate Research: Design and Interpretation*. Thousand Oaks, California, US: SAGE Publication.
- Miceli, M. P. (1991). Antecedents of pay satisfaction: A review and extension. In K. a. Rowland, *Research in personnel and human resources management* (Vol. 9, pp. 235-309). Greenwich: JAI Press.
- Milkovich, G. T. (2011). *Compensation* (11 ed.). New York: McGraw-Hill.
- Miller, H. E. (1979). Evaluation of the Mobley, Horner, and Hollingsworth Model of Employee Turnover. *Journal of Applied Psychology*, 509-517.
- Ministry of Human Resources. (2012). *Labour and Human Resources Statistics*. Kuala Lumpur: Government Printers.
- Mkavga, A. U. (2012). Job satisfaction, gender, tenure, and turnover intentions among civil servants in Benue State. *Interdisciplinary Journal of Contemporary Research in Business*, 3(11), 378-387.
- Mobley, W. H. (1977). Intermediate Linkages in the Relationship Between Job Satisfaction and Employee Turnover. *Journal of Applied Psychology*, 62, 237-240.
- Mobley, W. H. (1978). A evaluation of precursors of hospital employees turnover. *Journal of Applied Psychology*, 63(4), 408-414.
- Mobley, W. H. (1979). Review and conceptual analysis of the employee turnover process. *Psychollogical Bulleting*, 86, 493-522.
- Mobley, W. H. (1982). *Employee Turnover*. United States of America: Addison-Wesley Publishing Company.
- Mobley, W. H. (1982). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237-240.
- Mobley, W. H. (1982). Intermediate Linkages in the Relationships between Job Satisfaction and Employee Turnover. *Journal of Applied Psychology*, 62(2), 237-240.

- Mohamed, A. L. (2011). Factors that influence turnover intention among medical employees of National Heart Institute Kuala Lumpur. *Unpublished Master Thesis Universiti Utara Malaysia*.
- Mohd. Jeffrey, J. (2010). Labour Inspection and Administration in Malaysia. *Paper presented at 7th. Asian International Industrial Relations Association Congress, 22-23 September*. Bali, Indonesia.
- Mondy, R. W. (2005). *Human Resource Management*. New Jersey: Pearson Education.
- Morell, K. L.-C. (2001). Unwilling leaving: the use of models in the management of employee turnover. *Business School Research Series*, 1-65.
- Musa, Z. (2010, 4 26). *Views on Minimum Wages Divided*. Retrieved 5 27, 2014, from <http://www.thestar.com.my>
- Naail, M. K. (2010, December 5). Effects of Spirituality and Social Responsibility on Job Satisfaction: A Conceptual Analysis. *AHRD International Research Conference in the Americas, 2011*. Retrieved December 4, 2010, from Social Science Research Network.
- Nor, N. N. (2012). Turnover Intention: An Examination of Job Characteristic and Transactional Leadership Style Among Operators in Electrical and Electronics Sub-Sector . *Unpublished Dissertation*.
- Omar, K. A. (2013). Job Satisfaction and Turnover Intention among Nurses: The Mediating Role of Moral Obligation. *Journal of Global Management*, 5(1), 44-55.
- Organ, D. (1988). *OCB: The Good Soldier Syndrome*. Lexington MA: Lexington Book.
- Overbey, J. A. (2013). Telecommuter intent to leave. *Leadership & Organization Development Journal*, 34(7), 680-699.
- Patricia. (n.d.). *WHITE PAPER: Getting The Most From Your Performance Management System*. Development Dimension International;. Retrieved March 30, 2014, from www.ddiworld.com
- Pauliène. (2012). Transforming Leadership Styles and Knowledge Sharing in a Multicultural Context. *Business, Management and Education*, 10(1), 91-109.
- Peachey, J. E. (2011). Turnover Intentions: Does Leadership Behaviors and Satisfaction with the Leader Matter? *Team Performance Management*, 17(1/2), 23-40.
- Perrini, F. e. (2006). *Developing Corporate Social Responsibility: A European Perspective*. Northampton, Massachusetts, USA: Edward Elgar Publishing, Inc.
- Peter Prowse, J. P. (2009). The Dilemma of Performance Appraisal. *Measuring Business Excellence*, 69-77.
- Phellas, C. B. (2011). *Structured methods: Interviews, questionnaires and observation*. London: Sage.
- Philips, L. a. (2003). Compensation Strategy in Transnational Corporations. *Management Decision*, 41(5), 465-476.

- Piccolo, R. F. (2006). Transformational leadership and job behaviors: The mediating Transformational leadership and job behaviors. *Academy of Management Journal*, 49, 327-340.
- Pitts, D. M. (2011). So hard to say goog bye? Turnover intention among US federal employees. *Administration Review*, 71(5), 751-760.
- Pohlen, T. a. (1994). Implementing activity based costing (ABC) in logistics. *Journal of Business Logistics*, 15(2), 1-23.
- Ponnu, C. H. (2010). Organizational commitment, organizational justice and employee turnover in Malaysia. *African Journal of Business Management*, 4(13), 2676-2692.
- Powell, T. C. (1992). Strategic Planning as Competitive Advantage. *Strategic Management Journal*, 13(7), 551-558.
- Pragalath, K. (2014, May 22). *Malaysia among the worst places to work*. Retrieved May 27, 2014, from Free Malaysia Today: <http://www.freemalaysiatoday.com>
- Price, J. (1977). *The Study of Turnover*. Ames I.A: IOWA State Press.
- Price, J. I. (1986). *Absenteeism and turnover of hospital employee*. Greenwich City: JAI Press.
- Price, J. I. (2001). Refelections on the determinants of voluntary turnover. *International Journal of Manpower*, 22(7), 660-624.
- Price, J. L. (1981). A casual model for turnover for nurses. *Academy of Management Journal*, 24, 543-565.
- Qamar, N. (2012). Job Satisfaction and Organizational Commitment As Antecedents of Organizational Citizenship Behaviour (OCB). *Interdisciplinary Journal of Contemporary Research In Business*, Vol. 4, No. 7, 103-122.
- Richer, S. F. (2002). A motivational model of work turnover. *Journal of Applied Science Psychology*, 32(10), 2089-2113.
- Riley, D. N. (2006). The effects of sales management leadership styles on salesperson organizational commitment and salesperson turnover intentions. *Doctoral Dissertation, Nova Southeastern University*.
- Riley, D. N. (2006). The effects of sales management leadership styles on salesperson organizational commitment and salesperson turnover intentions. *Doctoral Dissertation, Nova Southeastern University*.
- Robertson, J. C. (2013). Leadership Styles and Intention to Quit. *Unpublished PhD Dissertation, Tennessee Temple University*.
- Roznowski, M. &. (1992). *The scientific of valid measures of general construct with special reference to job satisfaction and job withdrawal*. New York: Lexington Books.
- Sager, J. K. (1989). Antecedents and outcomes of organizational commitment: A study of salespeople. *Journal of Personal Selling and Sales Management*, 9, 30-41.
- Saifura, M. (2012). *Effectiveness Study on Training Programs Carried Out for SMEs Employers by Ministries and Government Agencies*. Kuala Lumpur: Berita PSMB.

- Samad, S. (2006). The contribution of demographic variables: Job characteristics and job satisfaction on turnover intentions. *Journal of International Management Studies*, 1(1), 1-12.
- Samad, S. (2006). The Contribution of Demographic variables: Job Characteristics and Job Satisfaction on Turnover Intentions. *Journal of International Management Studies*, 1(1), 1-12.
- Scarpello, V. (1988). *Pay satisfaction and pay fairness: Are they the same?* Dallas, Texas: Paper presented at the meeting of the Society for Industrial and Organizational Psychology.
- Scarpello, V. a. (2008). "Are pay satisfaction and pay fairness the same construct? A cross-country examination among the self-employed in Latvia, Germany, the UK, and the USA". *Baltic Journal of Management*, 3(1), 23-29.
- Schyns, B. T. (2007). Turnover intention and preparedness for change: Exploring leader-member exchange and occupational self-efficacy as antecedents of two employability predictors. *Career Development International*, 660-679.
- Scullen, S. E. (2011, October 1). Why Do You Have a Performance Appraisal System? *Drake Management Review*. Drake University.
- Sekaran, U. a. (2010). *Research Methods for Business* (5 ed.). West Sussex, United Kingdom: John Wiley & Sons Ltd.
- Sekaran, U. a. (2013). *Research Methods for Business: A Skill-Building Approach* (6 ed.). West Sussex, UK: John Wiley & Sons Ltd.
- Shore, L. M. (1989). Job satisfaction and organizational commitment in relations to work performance. *Human Relations*, 42(7), 625-638.
- Siti Marshita, M. (2013). Minimum Wage In Malaysia: The Challenge On The Implementation Of The Law. *Proceedings on Kuala Lumpur International Business, Economics and Law Conference, 2-3 December*. Kuala Lumpur.
- Steel, R. P. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*, 69, 673-686.
- Sweeney, P. D. (2004). Social comparisons and income satisfaction: A cross-national examination. *Journal of Occupational and Organizational Psychology*, 77, 149-154.
- Tang, T. L. (2006). Income, the love money of money, pay comparison, and pay satisfaction. *Journal of Managerial Psychology*, 21(5), 476-491.
- Tangen. (2004). Performance Measurement: From Philosophy to Practice. *International Journal of Productivity and Performance Management*, 726-737.
- Taylor, C. R. (2002). *Focus on Talent, Training and Development*.
- Timothy. (2003). *Managing Training & Development in Malaysia*. Kuala Lumpur: CCH Asia Pte Limited.

- Turk, K. (2008). Performance appraisal and the compensation of academic staff in the University of Tartu. *Baltic Journal of Management*, 3(1), 40-54.
- Udechukwu, I. K. (2007). Determining the probability that an employee will stay or leave the organization: A mathematical and theoretical model for organizations". *Human Resource Development Review*, 6(2), 164-184.
- Uma Sekaran & Bougie, R. (2010). *Research Methods for Business: A Skill Building Approach*. London: John Wiley & Sons.
- Uncho, A. M. (2012). Job Satisfaction, Gender, Tenure, and Turnover Intention among Civil Servants in Benue State. *Interdisciplinary Journal of Contemporary Research in Business*, 3(11), 378-387.
- Vandenberg, R. J. (1999). Disaggregating the Motives Underlying Turnover Intentions: When Do Intentions Predict Turnover Behaviour? *Human Relations*, 52(10), 1313-1336.
- Vanderberghe, C. a. (2008). The Role of Pay Satisfaction and Organization Commitment in Turnover Intentions: A Two-Sample Study. *Journal Business Psycoll*, 22, 275-286.
- Vernon, L. H. (2012). Job satisfaction, perceived available of job alternative and turnover intentions. The case of Alumina Industry in surname. *Institute for Social Studies*.
- Voon, M. L. (2009). *Leadership styles in context of Institution of Higher Education in Malaysia*. Kuching: Universiti Malaysia Sarawak.
- Wallace, J. a. (2012). A Study of the Dysfunctional and Functional Aspects of Voluntary Employee Turnover. *SAM Advanced Management Journal*, Summer, 27-35.
- Wang, Y. C. (2010). Chinese Employees' Work Values and Turnover Intentions in Multinational Companies: The Mediating Effect of Pay Satisfaction. *Social Behavior and Personality*, 38(7), 871-894.
- Wang, Y. P. (2010). Chinese Employees' Work Values and Tunrover Intentions in Multinational Companies: The Mediating Effect of Pay Satisfaction. *Social Behaviour and Personality*, 38(7), 871-894.
- Watrous, K. M. (2006). "When coworkers and managers quit: the effects of turnover and shared values on performances". *Journal of Business and Psychology*, 21, 103-126.
- Watrous, K. M. (2006). When Co-Workers and Managers Quit: The Effects of Turnover and Shared Values on Performance. *Journal of Business and Psychology*, 21, 103-126.
- Watson, T. (2013). Towers Watson's General Industry Total Rewards Seminars. *Towers Watson Malaysia's General Industry Total Rewards Seminar* (pp. 1-4). Kuala Lumpur: Towers Watson.
- Weisberg, J. (1994). Measuring workers' burnout and intention to leave. *International Journal of Manpower*, 15(1), 4-14.
- Wells, J. E. (2010). Turnover Intentions: Do Leadership Behaviors and Satisfaction with the Leader Metters' Team Perform. *Team Performance Management*, 17, 57-64.

- Wheeler, A. R. (2010). Moderating and mediating the HRM effectiveness – intent to turnover relationship: The roles of supervisors and job embeddedness. *Journal of Managerial Issues*, 182-196.
- William., M. L. (2007). Understanding multiple dimensions of compensation satisfaction. *Journal of Business and Psychology*, 21(3), 429-459.
- Williams, M. L. (2008). A comprehensive model and measure of compensation satisfaction. *Journal of Occupational & Organizational Psychology*, 81(4), 639-688.
- Williams, M. L., McDaniel, M. A., & Nhung, N. T. (2006). A Meta-Analysis of the Antecedents and Consequences of Pay Level Satisfaction. *Journal of Applied Psychology*, 91(2), 392-413.
- Yukl, G. (2002). *Leadership in Organizations* (5 ed.). Upper Saddle River, New Jersey: Prentice-Hall.
- Zaleha Mohd Noor, N. I. (2011). The Impact of Foreign Workers on Labour Productivity in Malaysian Manufacturing Sector. *International Journal of Economics and Management*, 5(1), 169-178.
- Zhang, D. (2011). Organisational Citizenship Behaviour. *PSYCH761 White Paper (OCB)*, 1-14.
- Zhiqiang Liu, Z. C. (2013). Leadership Style and Employee Turnover Intentions: A Social Identity Perspective. *Career Development International*, 18(3), 305-324.
- Zikmund, W. G. (1997). *Business Research Method*. Oklahoma: Harcourt Brace College.