THE RELATIONSHIP BETWEEN PERCEPTIONS OF ORGANIZATIONAL

POLITICS (POPs), POLITICAL SKILLS, PERCEIVED ORGANIZATIONAL

SUPPORT (POS), AND WORK LIFE BALANCE

WITH TURNOVER INTENTION

By

NOORDINA BINTI HASSIM

A project paper submitted to the College of Business in

partial fulfillment of the requirement of

the degree of Master Science Management

Universiti Utara Malaysia (UUM)

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)
NOORDINA BINTI HASSIM (803954)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)
MASTER OF SCIENCE (MANAGEMENT)

telah mengemukakan kertas projek yang bertajuk
(has presented his/her project paper of the following title)

THE RELATIONSHIP BETWEEN PERCEPTIONS OF ORGANIZATIONAL POLITICS (POPs), POLITICAL SKILLS, PERCEIVED ORGANIZATIONAL SUPPORT (POS), AND WORK LIFE BALANCE WITH TURNOVER INTENTION

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek
(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   :   **PROF. MADYA DR. FAIZUNIAH PANGIL**
(Name of Supervisor)

Tandatangan   :
(Signature)

Tarikh   :   **23 JUNE 2013**
(Date)

i

PERMISSION TO USE

In presenting this project paper in partial fulfilment 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 project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Assistant Vice Chancellor of the College of Business where I did my project paper. It is understood that any copying or publication or use of this 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 project paper.

Request for permission to copy or to make other use of materials in this 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

DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figures, illustrations and photographs in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. Universiti Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

The author declares that this dissertation is original and his own except those literatures, quotations, explanations and summarizations which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

Date: 24.6.2013   Student Signature: NOORDINA BINTI HASSIM
                                                        803954

ABSTRACT

The study was conducted to investigate either there is a different between individual who have intention to leave the organization with individual who do not have the intention in terms of perceptions of organizational politics (POPs), political skills, perceived organizational support (POS), and work life balance. Sample for the study were 256 employees from after sales service division in one automotive company in Malaysia. Hypotheses were tested using t-test analysis. There is a significance difference between individual who have the intention to leave with individual who do not have the intention in terms of perceptions of organizational politics, political skills, and work life balance. There is also an increase or present that respondents been rating the likelihood that they would search for a new job from different profession within the next year.

ABSTRAK

Kajian ini dijalankan untuk menyiasat sama ada terdapat perbezaan diantara individu yang mempunyai keinginan untuk meninggalkan organisasi dengan individu yang tidak mempunyai keinginan tersebut dari tanggapan politik organisasi, kemahiran berpolitik, tanggapan sokongan organisasi, dan keseimbangan kehidupan berkerjaya. Sampel kajian terdiri daripada 256 pekerja daripada bahagian selepas jualan dari sebuah organisasi automobil di Malaysia. Hipotesis diuji menggunakan analisis ujian T. Terdapat perbezaan yang signifikan diantara individu yang mempunyai keinginan untuk meninggalkan organisasi dengan individu yang tidak mempunyai keinginan tersebut dari tanggapan politik organisasi, kemahiran berpolitik, dan keseimbangan hidup berkerjaya. Terdapat juga peningkatan di kalangan responden yang menilai kemungkinan untuk mencari pekerjaan baru di luar bidang kerjaya selepas setahun dari sekarang.

ACKNOWLEDGEMENT

"In The Name of Allah the Most Gracious and the Most Merciful, and peace be upon

our Prophet Muhammad S.A.W".

TABLE OF CONTENT

Page

CHAPTER 4: FINDINGS

CHAPTER 5: CONCLUSION AND RECOMMENDATION

LIST OF TABLES

LIST OF FIGURES

Page

CHAPTER ONE

INTRODUCTION

1.1   Background of the study

In South-East Asia as well as in the region of East Asia, Malaysia is one of the fastest growing industrializing economies. Manufacturers face increasingly tight labor conditions, rising production costs, rapid advances in technology and competition for markets and funds and the growth of the industry added strain on the supply of manpower, particularly skilled technical manpower consequently led to a relatively high labor turnover among engineers and skilled and unskilled labor (Ha, 2009).

As an automotive industry indicate a consistent growth over years and with joint ventures, the technology advancement had make the industry be one of the indicator that boost Malaysia economy especially through industrial production. In Malaysia Economic Transformation Plan (ETP), it is expected by year 2020 there will be 3.3 million jobs available. The automotive industry had been seen to strengthen gradually where today it has 3 car manufacturers, 8 car assemblers, 9 motor assemblers and more than 800 component manufacturers. By 2008, the industry already employed around 321, 121 workers (Malaysia Employment Outlook 2012). This situation may benefits to the economy country in many way and the most important parts is by providing job opportunities for people (Nezakati, Kok, & Asgari, 2011). However, job opportunities also mean that turnover issues will appear along in every organization.

Generally, the automotive industry had been developing in several stages since 1963 and it had been stands as one of the way to reduce the dependency on the agricultural sector to reach the status of developed nation 2020. With being as third

biggest car market in ASEAN and one of the few countries in Asia Pacific having their own national car and right hand drive in the world, it creates the tense of competition among all automotive company operates in Malaysia to compete in the talent searching war for their succession plan and more significantly when AFTA 2015 will start to implements. From Malaysian Automotive Economy Report 2011, there is a concerned in labor dependant areas in automotive whereby some SMEs are currently operating at or above current capacity, partly due to the difficulty they have of getting and retaining staff.

In Asian, the voluntary turnover had been major issues in every organization especially in Malaysia, Hong Kong, South Korea, Singapore, and Taiwan (Barnett, 1995; Chang, 1996; Syrett, 1994). At the human resource professional body forum, the issues of turnover had become so rampant thus it had been as a culture (Asia Pacific Management News, 1997) and it effecting China as well (Adweek, 1993; MacLachlan, 1996). As known, human resource are the backbones of every organization (Gerhart & Milkovich, 1990; Pfeffer, 1998) and by having employees that hold the same objectives, vision and have the right attitudes and values will help to keep on the continuing of the organization (Chew, 2005; Borman & Motwildo, 1993; Spector, 1997; Cable & Parsons, 2001, Feldman, 2003). Foreign investor is concerning about the job hopper and turnover especially in the manufacturing line (Asian Finance, 1998; The Straits Times, 1996) since the situation may incur on financial cost as well as skills lost. Certain step been taken from government side to address skill shortages and one of it through the Human Capital Development from the ETP programs where they are focusing on Public Private Partnerships (PPPs) to up skill and upgrade the existing workforce.

Furthermore, the growing integration of the world economy into one single, workforce diversity and huge marketplace create an intense competition globally and as the needs for keeping up with the technology advancement, the retain skills and talent workers had become a crucial issues for an organization today (Kuean, Kaur, & Wong, 2010). Consistent with it, Foon, Chee-Leong, and Osman (2010) said that for every size and level within the organization, turnover are common but crucially important issue especially in human resource since it is very costly and the remaining employees in completing their duties will be affecting as they need to cover other duties that had been left behind from the turnover staff.

Based on Malaysian Employers Federation (MEF), between June 2010 to July 2011, survey had revealed the total average yearly turnover rate is 20.88%. This had shown an increase of turnover from 2007. In that year, the average is only 18% (Hewitt Associate's 2007 Total Compensation Management Survey; Kuean, Kaur, & Wong, 2010). Today, from AON Hewitt also, Malaysia had been placed on sixth place in Asia Pacific with the attrition rate of 15.9% and 75% of the turnover is from the executive position. The trend of turnover today is related with the intention to leave and job hopper (The Star Online – February 19, 2012). The intention of turnover among employees is not base on monetary reward like the traditional approaches and therefore the retention rate and job motivation among employees for the long run had shown very small success (Chew, 2005). Employees today seek for job which gave them meaning in their work, and they will not willing to go all out when it affect their "me-time". Moreover, the situation become worst if they could not fit in when there is a change in the company management. From the survey by Lim (2011) Malaysian respondent are only willing to stay with their current organization for less than three years. It explained that the years of service make employees more understand on their

organization behaviors, the conflict arise, power and politics, resource allocation, and many more. Thus, there will be an intention to turnover when there is a change. This is because they perceived that their workplace as unhappy place to work, political environment starts to become visible and they resist changing (Chawla & Kelloway, 2004). The estimation of failure rates quoted nearly 40% in industry when there is a change efforts happened (Cartwright & Cooper, 1992). The resistance to change shows that the failure may end to turnover intention. With less support received, conflict arise in their work life balance and employees are unwilling to joint and play the part in the organizational politic environment, employees will try to make themselves exit from the situation (Robbins & Judge, 2009).

From the Towers Watson 2012: General Industry Total Rewards Survey found that 56% of organizations in Malaysia become more stringent in moving forward as their human capital cost control actions increase but most companies will provides their best offer in their recruitment efforts for competitive and comprehensive compensation packages. There is lots of reason for turnover intention but the top three reasons are from the career opportunities (44%), higher pay (39%), and greater flexibility in work arrangement (13%). From here it is understand that most employees will pursue for career life that will not damage their quality of life and the workforce today are more literacy and high awareness of work life balance. Much more, while pursuing career opportunities, there will be others who may backstab in order for their own career advancement (Robbins & Judge, 2009).

Being productive and perform quality work do not mean to work for long hours therefore a good employee means instead of performing quality work they should practice a healthy and balanced work life. Having flexible working arrangements will allow employees to fulfill their personal obligations and avoid them

4

from being burnout and intend to leave the jobs (The Star, February 26, 2013). The dissatisfaction of employees came from a poor working environment and when it happen employees will consider to leave his current job (AlBattat & Som, 2012). The dissatisfaction will come from unacceptable working conditions, low salaries, and injustices, influencing them to quit (Mobley, 1977). Hence, organizations that offer better quality of work life are more likely to gain leverage in hiring and retaining its valuable work force (May, Lau, & Johnson, 1999). By then, the commitment from employees toward their organization could be seen from the organization that attained work life balance programs (Huang, Lawler, & Lei, 2007; Kalbers & Cenker, 2007; Razali, 2004; Saklani, 2004).

A great workplace must be able to create good and happy working environment thus, communication is vital through the good or bad times and beyond work to their concerns, families, etc. (HR Matters, July 9, 2012). What is more, the lower level of employees' intention for turnover can be found on strong employee attachment organization compare to weak attachment organization (Porter & Steers, 1973; Allen & Meyer, 1990). Prove by past research work showed that to control the turnover intention, organization must portray fairness on distribution and procedures, boosting employees motivation by support their contribution and well-being thus this will level up employees view on their perceived organizational support (Organ & Konovsky, 1989; Carsten & Spector, 1987; Colye-Shapiro, Kessler, & Purcell, 2004). The concern basically on employees, and it must be outside the organization needs as well where at this point having a work life balances program can give extra effort of the organization to show their support on employees health and families care (HR Matters, July 9, 2012). Much more from prior research, employee retention, job satisfaction, employee morale and productivity have significantly benefit from the

implementation of family friendly policies in organization (Bilal, Zia-ur-Rehman, & Raza, 2010). As turnover of employees will cost the organization not only in financial way but also human capital includes their behavior and morale, this will affecting personal, work unit and organizational re-adjustment (Zhang & Lee, 2010; Sowmya & Panchanatham, 2012).

1.2   Problem Statement

Organization in Malaysia had continued to raise attention on staff retention and job motivation issues (Chew, 2005). A good employer need to support on their employees work life balance to make sure they are not damaging their health that could leads to stress, morale low, poor productivity, and decreasing job satisfactory (Bilal, Zia-ur-Rehman, & Raza, 2010). Lower supports from organization are the causes for lower job satisfaction (Eisenberger et al., 1986) and stress are one of the causes effect from political environment (Zhang, & Lee, 2010). Furthermore, many developed countries had been used Malaysia as an example in many areas, it is significantly important to study about Malaysian workers behavior in today context since it could help to verify the solutions of employees reaction towards turnover intention that cause by politics workplace, the usage of political skills, support receive and the work life balance where it may been changed from previous results of studies as employees education level and awareness of quality life and health (Murphy, & Doherty, 2011) had been increase. In addition the years of services had make them to be aware of things goes around their organization (Chew, 2005). The attribution of behavior from individual self-serving intention and how they evaluate their perception about their working environment subjectively by referring to their co-workers and supervisors characteristic of self-serving behavior (Ferris et al., 2000).

6

From Kelly Services Company for the Malaysia Employment Outlook 2012, the Malaysia workforce has young and moderately well-educated with approximately 90% is less than 30 years of age. Much more, literacy levels are high with 11 years of basic education for those who do not pursue high level education to enter the job market. The automotive company chosen had been establish by the joint venture company between Malaysian and Japanese partners and the manpower as at June 2009 are 10, 000 employees including manufacturing and sales sides. The production capacity could reach 250, 000 units per annum on 2-shifts cycle and approximately the net profit after tax in year 2011 is RM 2 million. As turnover rate in Malaysia employment workforce had been dropped from 16% in 2011 to 10.8% in 2012, the manufacturing, conglomerates and BPO industries are still experiencing the high staff turnover rates as the industries been shown a significant growth recently. For the company, with the new management focused on after sales service to be among major contribution on profit making, higher target requirement, new operation procedures, staff transfer, etc. create the tense among staffs throughout the headquarters to branches all over Malaysia.

A lot of researchers are trying to understand the major determinants of turnover intention by developing some managerial implications to deal with the problem of high turnover rate (Tuzun, 2007). Practitioner are force to seek other approach to find the reason on turnover intention such as the study on job congruent, commitment level, burnout, management change and politics that could manipulate employees decision, power and designation. This is because the intention of turnover will make employees become less productive as they feel there is no point for them to focus and produce high work commitment when they decide to leave the organization sooner.

Since the intention for employees to leave the organization solely not based on monetary reward, there must be something else that forcing them behaves like that. In organization, there are always people who can influence other, favoritism by bosses, groups that receive more resources than others, people backstabbing others for their self-serving purposes (e.g. career advancement), manipulating the news and withhold it so that it can create a huge dependency from others, etc. At some point people are getting together to form a group to make sure that they are able to gain organization resources more and by then to put themselves in safer position. When people within the organization been observed to behave or react negatively with all those kind of behavior above, they are in political situation and the skills use is for self-interest (Kacmar & Ferris, 1991). Furthermore lots of studies found that it would involve people into politics and using it as rules for behavior and decision making (Ferris, Frink, Beehr, & Gilmore, 1995; Ferris & Kacmar, 1992; Ferris et al., 1989; Kacmar & Baron, 1999). When this happened, policies and procedures been enforcing inappropriately, getting the favoritism by enhance flattery, shifting blame and maligning others to make oneself look better (Harris, Harris, & Harvey, 2007). However, in normal business functioning, all conflict and competition towards resources is necessary and it is generally regarded as pervasive (Ferris et al., 1996; Greenberg & Baron, 1995; Pfeffer, 1981; Pinto, 1997; Vigoda-Godat et al., 2003; Williams and Button, 2000). The competition happened because the resources are limited and scarce.

With different cultures, work settings, policies and procedure, there will be distinction between industries and sectors in term of employees' intention for turnover and the needs to understand employees' behaviors and attitudes towards their organization (Igbaria et al, 1994). In addition, most of turnover intention studies had

been conducted in the Western organizational context therefore it just not really applicable when refer to the Asian perspectives as economic, social and culture environment are slightly different (Cotton & Tuttle, 1986). The individuals' perception and expectations from organization will effects on the well being of the organization especially to the service areas. It will lower down the morale of employees and customers' service relation improvement will affect as well. The study will be based on the direct relationship and aims to examine the different of individuals who have the intention to leave the organization with the individuals who do not have the intention in terms of employees perceptions of organizational politics, the usage of political skills at office, support received and the work life balance conflict they gained from their jobs. This is because the extreme turnover intention may jeopardize efforts to attain organizational objectives due to an organizational brain drain when the key employees leave (Kuean, Kaur, & Wong, 2010).

1.3   Research Questions

Based on the discussion stated above, the importance of this study is to see whether all independent variables could give the different on employees' turnover intention, thus the specific research questions are:

a. Is there any different between individual who have the intention to leave the organization and individual who have no intention in terms of perceptions of organizational politics?

b. Is there any different between individual who have the intention to leave the organization and individual who have no intention in terms of political skills?

c. Is there any different between individual who have the intention to leave the organization and individual who have no intention in terms of perceived organizational support?

d. Is there any different between individual who have the intention to leave the organization and individual who have no intention in terms of work life balance?

1.4   Research Objectives

Along with the research questions, the objectives of this study is to examine the differences of perceptions and skills usage on organizational politics, supports, and work life balances conflicts through perception of employees had towards turnover intention in the context of Malaysian perspectives. The specific objectives of this study aim to:

a. To compare between individuals who have the intention to leave the organization and individual who have no intention in terms of perceptions of organizational politics.

b. To compare between individuals who have the intention to leave the organization and individual who have no intention in terms of political skills.

c. To compare between individuals who have the intention to leave the organization and individual who have no intention in terms of perceived organizational support.

d. To compare between individuals who have the intention to leave the organization and individual who have no intention in terms of work life balance.

1.5   Significant of the study

This study will have two expected outcomes where the contribution will be on the theoretical and practical outcomes. As most of the studies had been conducted in Western and also in the country where the political condition are unstable such as Israel, Nigeria, and Turkey, this study could seek at what extent the negative consequences of work outcomes appear to be the same as other countries. Based on Robbins and Judge (2009), the negative consequences from the work outcomes will be slightly different to the country that the political condition is unstable because employees are more open to accept the workplace office politics and skills usage, more tolerance on support they received from their organization. This explained the outcomes may differ depends on the country condition as well. Studies on different culture and environment need to be conduct in order to examine either there is a consistency or not with previous researches (Poon, 2003).

Therefore, by study on the Malaysian context, it will give an evidence to the empirical studies of organizational politics, supports and work life balances that has influence on employees' turnover intention in Asian perspectives since Malaysia is known with their multi cultural and races diversity and has an overall total labor force of almost 10 millions (Lew, 2011). This also gave Malaysia as one of the unique based to study with various industries such as agriculture to manufacturing and services and it might be differences in the practice of resources allocation, support environments, etc. This is support by Harris, Harris, and Harvey (2007) that little evidence exists regarding the exact relationships among perception of organizational politics, political skills, perceived organizational supports and work life balance conflict towards turnover intention.

The study also may contribute to the body of knowledge to the level of employees' perceptions towards politics, supports and work life balances conflicts they are facing which will turn the intention to actual turnover. Researcher had been suggested there is a need to expand the number of variables examined for more complete understanding of the causes and effects of the phenomenon (Poon, 2003). This is because employees' ability to participate effectively depends on the sufficient knowledge of the subject matter. Employees must have a chance to say or influence on decisions that affect their job or workgroups, performance, company policies and strategies (Scott-Ladd et al., 2006). The study helps to understand the extent of the working environment employees are likely to stay and the different types of employees that will have the intention and no intention to leave.

Furthermore, this will helps organization especially in Asian perspective to understand more on their employees view towards the management and build the strategy to decrease the distortions so that absenteeism and turnover rates could be lower down and job satisfaction may held based on the high performance and productivity. By then, it can build a good relationship between employees and organization through the high organizational commitment. When the symptoms of turnover been known, it will be easier for the organization to work on the succession plan in the future because this study predict the symptoms of the intention of turnover and how employees view their current organization. Instead of it, the new workforce which is generation Y now a day is more concern on the harmonization of work, family and personal life (Susaeta et al., 2011). In addition the cultural values and characteristic can be directly affected on the work life balance and the overall effectiveness of organization (Carlier, Llorente, & Grau, 2011).

1.6   Definition of Term

The terms are based on the relationship between all variables consists of dependent and independent variables.

1.6.1 Perceptions of organizational politics (POPs)

Reflect on the general political behavior, go along to get ahead, and pay and promotion policies (Kacmar & Ferris, 1991). The individual's perceptions about politics in the organization also determine how political the environment will be (Kacmar & Carlson, 1997). From there, it will lead to decision on the intention to turnover.

1.6.2 Political skills

Reflects on four dimensions consists of employees networking ability, interpersonal influence, social astuteness, and apparent sincerity (Ferris, Treadway et al., 2005). Employees that have the ability to comprise the four dimensions in their working environment may have affected their decision for the turnover intentions.

1.6.3 Perceived organizational support (POS)

Employees form a general perception concerning the extent to which the organization values their contribution and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995).

1.6.4 Work life balance

Conflict may occur from the work life balance in term of time and role enactment. Based on Razali (2004), work life balance includes the dimension of social relevance

where it has the relationship between work and other aspects of life. The pressure of work load demands will consume workers extra time and affect their roles changing while working and after work.

1.7   Scope and Limitations of the study

The research conducted has certain limitation that will affect on the finding. As the scope of the research will focus on one organization from one industry only (automotive), hence the finding may not be suitable to generalize on the whole contexts of Malaysia's companies. The research is a quantitative study with cross sectional study, which examines the variables on certain specific times with the sample size from one division only. Much more, the study is seeking either there is a different between individuals who have the intention and individual who have no intention to leave the organization based on the independent variables only. This may not explain on the whole construct such as in regression analysis and the longitudinal study to get the more accurate and consistent results. Another limitation is from the financial capabilities and time constraint because for comprehensive study it requires more times and finances in order to gain accurate data and information. Besides that, there is no qualitative study conduct combined in the research such as face to face interview to support the accuracy of the data collect.

1.8   Conclusion

The best alternatives to measure the actual turnover would be the voluntary turnover through the intention to quit (Lambert, Hogan, & Barton, 2001). The reason relies on the difficulty to predict the actual turnover before it occurs. In addition, the causes of turnover vary on the basis of context of research as well as the nature of the

organization (Joarder & Sharif, 2011) and are different within the same industry too (Souza-poza & Henneberger, 2004). For better understanding, scholars had been suggested to focus the turnover phenomenon in the broader context (Holtom et al., 2008). Hence, the focus of the research will look at the different between individuals who have the intention to leave the organization with individual who has no intention in terms of perceptions of organizational politics, political skills, perceived organizational support and work life balance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will discuss on the literature review by previous research to examine the subject matter of this study. The literature will be based on turnover intention and it relationships between perceptions of organizational politics (POPs), political skills, perceived organizational support (POS), and work life balance. This chapter also discuss on the development of research framework and hypotheses.

2.2 Turnover Intention

The turnover is the movement of the members across the boundary of an organization (Price, 1977; Farrel & Rusbult, 1992). It came from the intention they have where Tett & Meyer (1993) define the turnover intention as a thought of leaving the organization. From the theory of planned behavior, the actual turnover came from employees' intention to quit (Ajzen, 1991). Consistent with it, Makhbul, Rahid, and Hasun (2011) also determine that the intention is a good predictor and a manifestation of an actual action. Therefore, the strongest predictors of the actual turnover came from the intention of turnover held by employees (Kuean, Kaur, & Wong, 2010). Turnover intention is indirect effects from communication, participation and job security (Chawla & Kelloway, 2004). Negligent behavior, job anxiety, burnout, and absenteeism are the symptoms of turnover intention where it could destroys the working condition and employee is only physically present, thus productivity will extremely fall in the workplace (Sowmya & Panchanatham, 2012). Further explained by Sowmya and Panchanatham (2012), the intention is more dangerous than the

actual turnover since it will reflect in productivity slowdown and morale level among employees are low in any sector.

From 23 studies, it found that individuals' turnover intentions matched their actual turnover behavior (Bluedorn, 1982). The voluntary turnover intention is used to estimate the probability that employees will leave their organization (Cotton & Turtle, 1986). Similar with it, from literature the turnover intention had been indicated as the most immediate precursor of turnover (Mobley, Horner, & Hollingworth, 1978; Mobley et al., 1979; Bluedorn, 1982; Steel & Ovalle, 1984). Much more the intention is indirect effects from communication, participation and job security (Chawla & Kelloway, 2004). The turnover intention also could explain the level of employees' loyalty to the organizations (Firth, 2004) and their lack of commitment (Firth et al. 2004; Peryyer et al. 2010). In addition, Firth (2004) also further explained the psychology dimension is very vital to organization especially management because from the dimension it showed the satisfaction of employees towards their work, environment, co-worker, appraisal given, etc. and lower satisfaction mean lower commitment towards job and higher turnover intention (Dawal, Taha,& Ismail, 2009; Purani & Sahadev, 2008; Cohen & Golan 2007). Therefore, one of the antecedent factors of turnover and turnover intentions is believed to be organizational commitment (Tumwesigye, 2010). It comprises several construct such as thinking of quitting and intention to search (Carmeli, 2005). For the purpose of this study, the definition of turnover intention will be based on Sowmya and Panchanatham (2012) where it described as the intention of employees to move from one organization to another organization; shown by the symptom of searching different job, constant thinking about quitting, disinterest in the current job and much more. Hence, employees are physically present in the workplace, while their minds may be

elsewhere. In addition this study also will focus on the intention that refer to voluntary turnover which employees choose to leave the organization of his own volition, either to escape negative experiences in the work environment or to pursue better opportunities that are more rewarding, either in terms of career growth or financially (Tumsewigye, 2010).

2.3   Perceptions of Organizational Politics (POPs)

Employees has to face the fact that organizational politics is rely in every organization (Robbins & Judge, 2009) and organization works on delegating which mean the distribution of authority and the exercise of power was build based on political structures (Zalesnik, 1970). Furthermore, from Robbins and Judge (2009) also, provides the perceptions are a process which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Hence people will react negatively if they see their environment as political.

The perceptions proposed since individual are sensitive towards the situation cues and react accordance with them; the way they perceive their atmosphere and not with respect to the reality (Gandz & Murray, 1980; Harrel-Cook, 1998). Consistent with it, Lewin (1936) also argued that the respond from individual is based on perceptions of reality than objective reality. Another study from Fudge and Schalacter, 1999; Isaac, Zerbe, and Pitt, 2001 stated that it is a process in which motivation is thought to result from an individual's perception of the environment and expectation. Therefore, the environment is said to be in political condition came from the individual's perception. The reaction been explained by Burton, Chen, Grover, and Steward (1992) that individuals are active, thinking, and predictive because they monitor and evaluate the consequences of their behaviors.

Most organizational researchers agree that perceived organizational politics may be described as the perception of intentional actions, sometimes performed at the expense of others, either covertly or overtly in an effort to advance one's position (Allen et al., 1979; Andrews & Kacmar, 2001; Ferris & Kacmar, 1992; Kacmar & Baron, 1999; Kacmar & Ferris, 1991). The organizational consequences is not based on the actual politics (political behavior) but it is from the subjective perception of workplace politics without considering it is actual or not which leads to adverse reactions and behaviors (Porter, 1976; Gandz & Murray, 1980).

2.3.1 Relationship between POPs and turnover intention

The perception of organizational politics are the most prominently studied factor where it leads to job anxiety or stress and also to different forms of organizational withdrawal including turnover intention (Ferris et al, 1989; Ferris & Kacmar, 1992; Kacmar & Baron, 1999; Kacmar & Ferris, 1991). In addition, Ferris and Kacmar (1992) also suggesting perceptions of an individual's about politics in their workplace negatively influence their jobs, their feelings towards their colleagues, productivity, intention of leaving and others negative effects. Past research showed evidence that perceived politics is significantly related to turnover intention (Kacmar, Bozeman, Carlson, & Anthony, 1999). The feeling of unfair treatment will lead employees to react in adverse attitudes including intention for turnover and for the long term it will be change to actual turnover (Vigoda, 2000).

Based on Zhang and Lee (2010), there is a positive relationship between work stress and turnover intention when the existence of perceptions of organizational politics (POPs) is highest. However the turnover intention will become lower when the perceptions of organizational politics (POPs) are lower too. This situation been

explained by Vigoda and Eran (2002) where it stated that on long-range, the political situation in the workplace may impact employees on their attitudes and work performance. The negative work outcomes from organizational politics reflect from employees' point of views where they can see it as threat and not opportunity in their career advancement (Robbins & Judge, 2009).

According to Cropanzano, Haves, Grandey, and Toth, (1997); Randall, Cropanzano, Bormann, and Birjulin, (1999) by perceiving politics at the workplace, individuals reported facing high stress level, burnout and the strong intention to leave the organization. From other study, gender and working sector also may influence on the relationships between perceptions of organizational politics (POPs) and turnover intention among employees where Sowmya and Panchanatham (2012) conducted the empirical study at the educational institutions of Chennai, India. Result found that perceptions of organizational politics (POPs) positively correlated with turnover intention and it reveals that employees' perception of politics leads to developing the turnover intention among the faculty member where male intention for turnover are much more higher since they may have the opportunity to move from one institution to another easily as they do not have to worry about various factors compare to female where they considered the teaching profession as the most suitable profession due to its time flexibility and the leave facilities such as nursery for their children. Therefore they are more open, tolerate and flexible in facing the office politics.

In addition, from two meta-analysis empirical studies found that some factors such as age, work setting, and cultural differences might have effects on certain perceptions of organizational politics (Miller, Rutherford, & Kolodinsky, 2008). The results indicate that there is a strong negative relationships between perceptions of organizational politics (POPs), job satisfaction and organization commitment. Hence,

20

the outcomes of job stress and turnover intentions had been moderately positive relationships.

When the political environment existed, people are self centered and using influence to get ahead and they do not know what is really being valued to be rewarded. This is due to withhold or lacking information and employees felt that their hard work is not worth because they perceived the resources distribution especially on rewards offered is unfair (Brouer, Harris, & Kacmar, 2011). At this point, employees is making choice based on their estimation of how well the expected results of a given behavior are going to match up with or eventually lead to the desired results (Vroom, 1964). The perceptions of organizational politics will play a crucial role in explaining their intention for turnover. Empirical evidences point that politics cause the job dissatisfaction and create the turnover intention (e.g., McKenna et al, 1981) because when employees view the politics as undesirable, they will not permanently stay with the organization as their perception of organizational politics are high. When the perception of organizational politics is higher especially to those who have been experience it, the disillusionment will result in higher turnover intentions (Ferris et al., 1989; Cropanzano et al., 1997; study 1: Hochwarter et al., 1999; Kacmar et al., 1999; Valle & Perrewe, 2000). Provides from insight reason of choices, it explain on the political environment giving negative reactions and employees' decision for action is either staying or depart from the organization. Therefore, the hypothesis that will be predicted on the relationship between perceptions of organizational politics (POPs) and turnover intention will be:

H_1: There is a different between individual who have the intention to leave the organization with individual who have no intention in term of perceptions of organizational politics (POPs).

2.4   Political Skill

The earlier argument on political skill had done by Pfeffer (1981) when political skill is introduced as a critical competency for effectiveness in the ambiguous and often turbulent environments of political organizations. Personal skills will help individual to endure with perceived political environment (Brouer, 2006; Ferris, Davidson, & Perrewe', 2005; Valle et al., 2003). Then, Mintzberg (1983, 1985) suggested the political will and political skill is required for the survival of employees in organization.

Nevertheless, Ahearn et al. (2004), stated that the political skill is the ability to effectively understand others at work and to use such knowledge to influence others to act in ways that enhance one's personal and/ or organizational objective. What is more, the skill is use to influence through persuasion, manipulation, and negotiation (Mintzberg, 1983). The characterization of political skills is by social perceptiveness and the ability to adjust one's behaviors to different and changing situational needs (Ferris et al., 1999, 2005). Similar with it, Brouer, Harris, and Kacmar (2011) point that with the ability to read the work environment and recognize the motives of others in that environment, the politically skilled know what is needed of them to succeed.

2.4.1 Relationship between political skills and turnover intention

People with good political skills could manipulate and backstabbing other to get the rewards. At this point, organization failed to looks on the welfare of the workers where they may favor on someone who is getting the credit from others. In addition, Brouer, Harris, and Kacmar, 2011; Eisenberger, Huntington, Hutchison, and Sowa, 1986; Loi, Ngo, and Foley, 2006 stated that the motivation will be lower thus leads to low performance because employees see that if they are put higher effort on job,

others will take advantages. This is because organizational only focus on the outcome orientation without concerned on who behind the desired outcomes. This is the possibility of the political skills could be used in a negative way on the personal gain only (Brouer et al., 2011).

From the study of Brouer, Harris, and Kacmar (2011) they investigate the impact of both employees' self-rated political skill on job satisfaction, job performance and manager-rated commitment. Results had led to believe that politically skilled individuals perform better and have more positive attitudes when perceived political environment were present. Hence, people with good political skills may gain advantages at this situation because they are opportunists.

People with good political skills have a high motivation in work and job performance because most of them are having proactive personality (Crant, 1995). Much more, employees with a good political skills, they are likely to be proactive and those with higher of the personality are more likely to take initiative to effect their environment, seek out opportunities to improve their situations and create conditions to improve their social context (Shi, Chen, & Zhou 2010).

While employees with low motivation lead to unfavorable attitudes such as lower job satisfaction and lower in organizational commitment (Rosen, Levy, & Hall, 2006; Van Eerde & Thierry, 1996). These unfavorable attitudes also lead to turnover intention (e.g., Miller et al., 2008). Finding showed that the proactive personality leads to positive job-related outcomes and it is likely to be a distal predictor of employees' job behaviors (Barrick et al., 2002). This leads to the idea of individuals are capable of reading social situations and are able to respond accordingly and influence the desired outcome (Moeller & Harvey, 2011).

However, for those who have moderate political skills will made decision to exist from the environment (Robbins & Judge, 2009). From Ferris et al., 2007, the politically skilled people will be able to use their knowledge and information about the environment and their sense of personal security to navigate perceived political environment. The political skill is argued to be set of positive traits necessary for survival in today's organizational environment. In addition, employees with good social skill build the relation based on their political skill as they know that politics rely in every organization so to be success in their career they develop diverse networks and influence others with their style even though their sincerity sometimes may mask ulterior motives (Todd, Harris, Harris, & Wheeler, 2009; Ferris, Davidson, et al., 2005). The implication on career growth from political skills makes people who willing to play along with organizational politics stay with the organization while it push others who moderately accepted politics to quit from the organization. Hence, the hypothesis that will predict the relationship between political skills with employees' turnover intention will be:

H_2: There is a different between individual who have the intention to leave the organization with individual who have no intention in term of political skills.

2.5   Perceived Organizational Support (POS)

Perceived organizational support (POS) refers to employees' perception concerning the extent to which the organization values their contribution and cares about their well being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Based on organizational support theory, when employees perceived more support from organization they are likely to develop more positive attitude towards the organization (Eisenberger et al., 1986). The perceived of support will make employees fell obligate

to help the organization to reach its objectives, having a commitment to the organization and expected to have reward from the improve performance. High levels of perceived organizational support are believed to induce feelings of trust and strong feelings of identification with the organization (Rhoades & Eisenberger, 2002). It also related with the commitment as an employee's identification with and involvement in a particular organization where employees have sense of unity with the organization (Mowday, Steers, & Porter, 1979; Porter, Steers, Mowday, & Boulian, 1974).

2.5.1 Relationship between POS and turnover intention

Employees who perceive that their organization offers them support and cares for their well being, are likely to show less absenteeism and exert greater effort to achieve organizational goals (Eisenberger et al., 1986; Eisenberger et al., 1990). Higher level of commitment from perceived organizational support will lesser down the turnover intention (Onyinyi, 2003; Okello-Ouni, 2004).

Several researchers, Tumwesigye (2010) investigates the role played by organizational commitment in the relationship between perceived organizational support and turnover intentions. The sample comprised 297 postgraduate students employed in private, public and NGO sectors in Uganda. Results found that there are significant relationship between (a) perceived organizational support and organizational commitment, (b) organizational commitment and turnover intentions, (c) perceived organizational support and turnover intentions. The results revealed that whereas support is positively related to organizational commitment, both organizational commitment and support are negatively associated with turnover intentions. This is supported by Allen et al. (2003) where perceived organizational support was negatively correlated with turnover intention and actual turnover. Hence,

employees will be less likely to seek alternative employment in other organizations (Eisenberger et al., 1990).

In the study of Lavelle, McMahan, and Harris (2009), it is found that perceived organizational support positively predicted organizational citizenship behavior where employees with this feeling are motivated to stay with the organization. Otherwise, employees who felt they are not been value by their organization will be inclined to leave. Another study by Okello-Ouni (2004) investigated the relationship between perceived organizational support and sales force turnover intentions among four manufacturing companies. The findings reveal that turnover intentions and actual turnover of sales force are significantly and negatively related to perceived organizational support.

When the caring environment appear at workplace, employees see that the resources allocation been fairly treated, the self-interest behavior will vanish as they feel they are part of the team, the intention will be lower (Eisenberger et al., 1986; Loi, Ngo, & Foley, 2006). However, when things happened adversely, the intention will be higher because a lots of research showed negative relationship when perceived organizational support been practiced (Rhoades & Eisenberger, 2002; Shanock & Eisenberger, 2006). Therefore, when it comes to the resource allocation manager must make a smart choice to allocate it and must show the supportive environment. If management is seen unsupportive, employees will intent for turnover. Therefore, hypothesis that will predict the relationship between perceived organizational support and turnover intention will be:

H3: There is a different between individual who have the intention to leave the organization with individual who have no intention in term of perceived organizational support (POS).

2.6   Work Life Balance

The term of work life balance has the relationship between work and other aspects of life. The family friendly and flexibility may be used to refer either to policies or work practices (Murphy & Doherty, 2011). The term of family friendly was originally used to describe those organizations that attempted to support work-personal life balance (Rogers & Rogers, 1989). Similar with it, Redmond et al. (2006) describe the work life balance as policies that strive to achieve greater balance between work and home responsibilities. The concept of work life balance is consistent with human resource development. People within organizations should be treated well and been valued by the company. This is because, apart from monetary rewards offered, organization should allowed them to grow, develop, and be actively involved in the decision making process within the organization. Therefore, Saklani (2004) state that organizations goal was to humanize the organizations through the attainment of the quality of work life balance.

Many organization efforts involved the creation of workplace policies, primarily intended to help employees reconcile work and family responsibilities (Murphy & Doherty, 2011). Kossek et al., 2010 categorizing them by offering structural and cultural support. The structural support includes mechanisms like job redesign, teleworking and virtual arrangements, reduced workloads or other non-traditional work arrangements and formal policies on absenteeism, leave and childcare assistance. The cultural support is defined as informal workplace social and relational support such as supervisors and organizational climate.

However, some employees will experience conflict in balancing their work life, the work family conflict is a form of inter-role conflicts in which the amount of time devoted to work and strain created by the job interfere with performing family-

related responsibilities (Netemeyer, Boles, & McMurrian, 1996). This is because domestic arrangements, personal attitudes and life cycle stage will all impact on an individual's experience of work life balance (Murphy & Doherty, 2011). The work life balance explains on the relationship between individuals and their perception of life in relation with their work environment. Therefore, for this study, the researcher will focus on individual personal balance where if an individual utilize family friendly initiatives and is exposed to flexibility in the workplace then they subsequently have a better work life balance (Hyman et al., 2003; Morley et al., 2004) compare if they failed to balance their roles in work and family.

2.6.1 Relationship between work life balance and turnover intention

Murphy and Doherty (2011), found that the change of economy may effected on the promotion of work life balance initiatives and threatens the stability and putting the managers under greater pressure in choosing to work long hours, the role of technology, travelling time and cultural support than what they are present. The study been conducted in Ireland and the data was collected from Irish senior manager in call centre. From the comparison it is known that cultures create the environment better in support the work-life balance instead policies forcing the environment condition to be supportive. Policies are important but might not be effective if not accompanied by the example of managers and staff, as well as by deep understanding of the cultural values placed on work, family and personal life thus might create tense and burnout among employees that lead to turnover intention.

With the long and inflexible working hour, it had been the most consistent predictor of work life balance conflict among employees especially for those working in office. Consistent with it, Bilal, Zia-ur-Rehman, and Raza (2010), conducted a

study on work life balance at workplace among full time banking employees in Pakistan at the impact of family friendly policy on employees' job satisfaction and turnover intention. The study suggests to the new ways of scheduling work within the banking industry by reducing the length of the working week and increases the length of the working day. Evidence from prima facie found that alternative work schedules can improve banking employees' work life balance giving benefits to employees and corporate organizations. It is also help the organization to retain their employees as turnover mainly a symptom of other problems; especially dissatisfaction with work or working condition and it will affect the overall productivity.

From Deery (2008), the study is examined the literature relating to retention of good employees and the role that work-life balance (WLB) issues have in an employee's decision to stay or leave an organization. The study conducted took place in the hospitality and tourism industry with the key employee turnover literature. It places the attention on the roles of work life balance issues that influence on employees decision making in turnover. In addition, some strategies based on theoretical and practical framework been provided which focus on the role that balancing work and family. The study found that the emerging of turnover has related with job attitudes such as job satisfaction, organizational commitment, personal attributes such as positive and negative affectivity, and the role of work life balance. Hence, certain strategies are needed to control the turnover based on the symptom that lead to the intention as well.

Conflict arises when it involves an individuals two most prominent social roles (Kirchmeyer, 1992; Ryan, 2007). This includes where it affect the time management since an individual physically could not present at multiple activities at the same time or when mentally distracted with one role when operating in the other

(Greenhaus & Beutell, 1985). Stress or anxiety of one role affects performance in the other role (Greenhaus & Beutell, 1985). Individual also has problems to shift from one accepted behavior in one role to a desired behavior in another role. Significant consequences may occur and work life conflict linked to outcomes such as absenteeism, lower job satisfaction, lower job performance, and higher turnover intentions (Eby et al., 2005).

Even though there is a consistent theme throughout organizational studies and qualitative research in work life balance where conflict arise will be positively related to turnover intentions (Eby et al., 2005; Bruening & Dixon, 2007; Gornick & Meyers, 2003; Stone, 2007; Balmforth & Gardner, 2006; Barrah et al., 2004; Boyar et al., 2003; Haar, 2004; Hang-Yue et al., 2005; Shaffer et al., 2001; Wang et al., 2004). However, an individual's perception of the quality work life balance has a significant influence in explaining their organizational commitment, which may affect their turnover intention towards the organization (Razali, 2004). The different dimensions of work life balance will significantly have the distinctive effects towards organizational commitment and turnover intention (Huang et al., 2007). Therefore the hypothesis conduct is to seek either employee individual perception on the work life balance could lead to turnover intention will be:

H4: There is a different between individual who have the intention to leave the organization with individual who have no intention in term of work life balance.

2.7   Research Framework

The conceptual framework of this study is shown in Figure 2.1. This framework is developed based on past empirical studies and theoretical views.

Figure 2.1

The relationship between POPs, Political Skills, POS, and Work Life Balance with

Turnover Intention
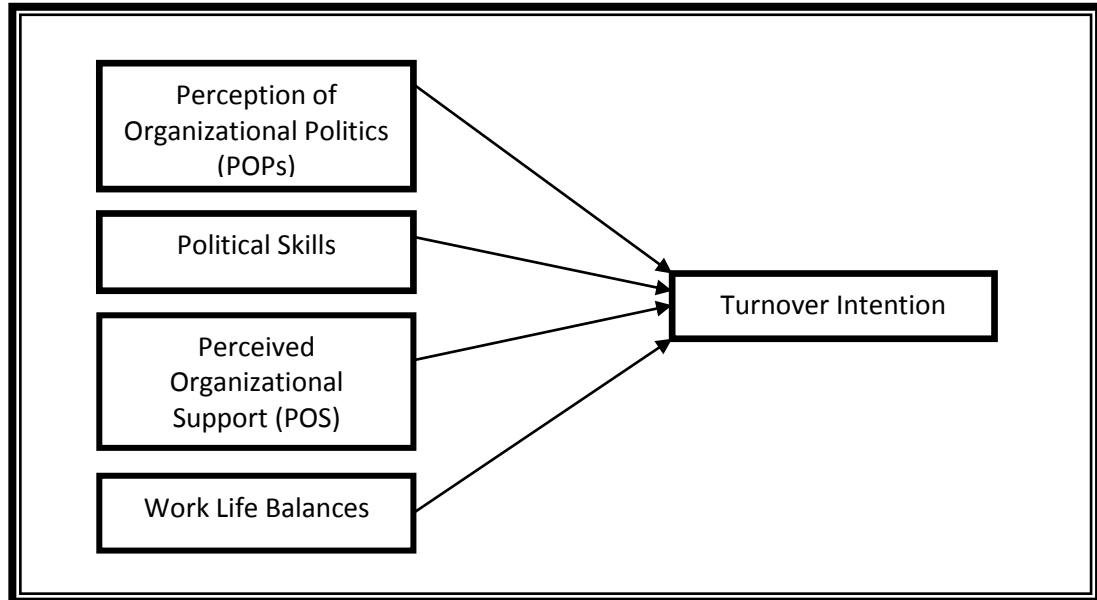
2.8 Summary

Perceptions of organizational politics (POPs), political skills, perceived organizational support (POS), and work life balance has leads to employees' behavioral outcome which is the turnover intention. From the literature, the turnover intention is consider an acute problem due to its detrimental effects on the organization especially when the high performing employees leave the organization. This is the threat for the organization long term survival (Bereton, Beach, & Cliff, 2003).Even though there are relationships between all variables but concern will be on the differences of individuals who have the intention for turnover and individuals who have not within the same organization. The research is based on the direct relationship between independents variables and dependent variable. The research is trying to simplify the relation without using any intervention or moderator in the framework.

CHAPTER THREE
METHODOLOGY

3.1   Introduction

This chapter will be discuss on the research design conducted in the study, operational definition, instrument and measurement chosen for the survey, the population and sampling, data collection procedures and the techniques of data analysis that consistent with the research objectives.

3.2   Research Design

The study is design with quantitative research methodologies to determine the relationship between turnover intentions with perceptions of organizational politics (POPs), political skills, perceived organizational support (POS), and work life balance. It is an explanatory field study based because researcher wanted to seek the differences between individual who have the intention to leave the organization with individual who do not have the intention have from the symptoms of phenomenon or some situations occurs in the chosen population. This is consistent with Bell and Bryman (2003) where they suggested that quantitative research concerns with the explanation and exploratory of why such phenomenon occur in the research rather than just describing the phenomenon which occur.

3.3   Operational definition

This definition is a detailed definition of the concept. This will be specifically the information about the scope of the concept will be measure. It is important to measure the concept that relate to such perceptions, feeling, etc. This is because, the concept

may have various meaning, thus operational definition specifically could organize it (Goodwin, 2002).

3.3.1 Perceptions of organizational politics (POPs)

The measure will look at the perceptions of the respondents have towards the organizational politics in their organization. It will look at the behaviors of individuals who act in self-serving manner to obtain valued outcomes, consists of a lack of action by individuals such as remain silent in order to secure valued outcomes and involves the organization behaving politically through the policies it enacts. Based on Ferris and Kacmar (1992), the perceptions affect how the respondents feel about their organization, boss, and co-workers, and they impact the productivity, satisfaction, and intent to turnover of the workers.

3.3.2 Political skills

The political skills on this study refer specifically to social understanding in workplace interaction among respondents. The measurement from the four dimensions in the political skills will be used on respondents individually to perceive their political skills knowledge and to what extent they feel they are using these skills and how this skills be part of their decision on turnover intention. With the skills, individuals have the ability to read the situational requirements in organizations and altering their social presentation in ways that impact others (Todd, Harris, Harris, & Wheeler, 2009).

Consistent with it, the four dimensions of political skills showed that there are employees which appear to be sincere in their approach, even though their sincerity

may mask ulterior motives. They are socially astute and possess a high level of self-awareness. They are subtly able to influence others with their personal style. They develop diverse networks of people that they use for personal gain (Ferris, Davidson, et al., 2005).

3.3.3 Perceived organizational support (POS)

This will refer to the extent respondents have on the general belief that their organization been valued their contribution. This will be based on their view on reward and recognition they expected and compare it with what they receive from the organization. Respondents may use perceived organizational support to judge the potential gain of material and symbolic benefits that would result from activities favored by the organization (Eisenberger, Fasolo, & Davis-LaMastro, 1990). The favorable working environment conditions such as pay, promotions, job enrichment, and input into organizational policies contribute to employee's perceived organizational support and vice versa.

3.3.4 Work life balance

Conflict occurs in work life balance because most of employees spend huge chunk of their time at work place rather than at home. This had increase a concern for employees to elevate their time and roles between work and personal life. According to Murphy and Doherty (2011) individual circumstances such as domestic arrangements, personal attitudes and life cycle stage will all impact on individual's experience of work-life balance.

Three form of conflict in work life balance are based on time-based conflict where an individual gives up more time to work and less for non-work activities and subsequently an imbalance arises between the two (Greenhause & Beutal, 1985). Strain-based conflict is the difficulty to eliminate strain and stress from lives of workers who are trying to juggle work as well as life (Fu & Shaffer, 2001). Behavior-based conflict depicts a situation where an individual's work and personal life are likely to suffer when the demands of one starts to interfere with the other, and the individual is unable to adjust their behavior to move between the two domains effectively (Friedman & Greenhaus, 2000).

3.3.5 Turnover intention

Respondents will make the solution either they are intentionally for turnover or not within a year. This is one of the solution methods for some respondents who feel dissatisfied and under stress to get rid of the grievance and pressure of their professional life. This will reflect by respondents based on the relationship between perceptions of organizational politics, political skills, perceived organizational support and work life balance from their view.

3.4   Research instruments and measurement

The questionnaire is based on close-ended questions. The questionnaire form is divided to six sections that are A, B, C, D, E, and F which are designed to obtain information from the respondent based on each variable. Section A will be the demographic questions asking on age, nature of works, etc. Researcher had used the categories scale for this section which normally refers to basic information about respondent. Table 3.1 provides the distribution of the questionnaires. For the

independent variables section (B, C, D, and E) the sections will use the Likert-scale ranging from (1) strongly disagree to (5) strongly agree. The instruments been chosen because it measures attitudes, perceptions, etc from the most positive to most negative (Marican, 2009). This will give respondent chances to show the level of their agreeableness or disagree towards some statement that are related with attitudes. This also been explained by Kerlinger (1992) provides the survey research focuses on people, the vital facts of people, and their beliefs, opinions, attitudes, motivations, and behavior. For section F (dependent variable), the question is nominal question with two choices of answer (Yes/No). Respondents will choose either they have the intention for turnover or not from the organization.

Table 3.1

Distribution of the questionnaire sections

Variables	Dimension	Sections	Question numbers	Scale
Demographic:	-	-	-	-
Age	-	A	1	-
Sex	-	A	2	-
Race	-	A	3	-
Religious	-	A	4	-
Martial Status	-	A	5	-
Years of service	-	A	6	-
No. jobs been hired before	-	A	7	
Level of education	-	A	8	-
Nature of jobs	-	A	9	-
Working hour spend	-	A	10	-
Overtime paid	-	A	11	-
Perceptions of organizational Politics (POPs)	General Political Behavior	B	1 until 2	Likert-Scale: 1 (strongly disagree) 2 (disagree)
	Go Along to Get Ahead	B	3 until 9	3 (neither agree nor disagree)
	Pay and Promotion	B	10 until 15	4 (agree)

36

	Policies			5 (strongly agree)
Political Skills	Networking Ability	C	1 until 6	Likert-Scale:
	Interpersonal Influence	C	7 until 10	1 (strongly disagree) 2 (disagree)
	Social Astuteness	C	11 until 15	3 (neither agree nor disagree) 4 (agree)
	Apparent Sincerity	C	16 until 18	5 (strongly agree)
Perceived Organizational Support (POS)	-	D	1 until 18	Likert-Scale: 1 (strongly disagree) 2 (disagree) 3 (neither agree nor disagree) 4 (agree) 5 (strongly agree)
Work Life Balance	-	E	1 until 7	Likert-Scale: 1 (strongly disagree) 2 (disagree) 3 (neither agree nor disagree) 4 (agree) 5 (strongly agree)
Turnover Intention	-	F	1	Yes / No answer

3.4.2 Perceptions of organizational politics (POPs) measurement

The measurement for POPs in table 3.2 is adopted from 15 items scale by Kacmar and Carlson (1997). The measure is the extended from the previous studies of the first developed scale of the perceptions of organizational politics by Kacmar and Ferris (1989 and 1991). The scale had been used by many researchers since then and has the reliability of coefficient of 0.76 (Parker et al., 1995); 0.77 (Vigoda, 2000); and 0.83 (Vigoda-Gadot, 2006).

Table 3.2

POPs Scale Items

Factor 1: General Political Behavior
1.   People in this organization attempt to build themselves up by tearing others down.
2.   There has always been an influential group in this department that no one ever crosses.

Factor 2: Go Along to Get Ahead
3.   Employees are encouraged to speak out frankly even when they are critical of well-established ideas.
4.   There is no place for yes-man around here; good ideas are desired even if it means disagreeing with superiors.
5.   Agreeing with powerful others is the best alternative in this organization.
6.   It is best not to rock the boat in this organization.
7.   Sometimes it is easier to remain quiet than to fight the system.
8.   Telling others what they want to hear is sometimes better than telling the truth.
9.   It is safer to think what you are told than to make up your own mind.

Factor 3: Pay and Promotion Policies
10.   Since I have worked in this department, I have never seen the pay and promotion policies applied politically.
11.   I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies.
12.   None of the raises I have received are consistent with the policies on how raises should be determined.
13.   The stated pay and promotion policies have nothing to do with how pay raises and promotions are determined.
14.   When it comes to pay raise and promotion decisions, policies are irrelevant.
15.   Promotions around here are not valued much because how they are determined is so political.

3.4.2 Political skills

The scale in table 3.3 used to measure political skills previously is from Ferris, Treadway, et al. (2007). The four dimensions can be examined as standalone constructs (Todd, Harris, Harris, & Wheeler, 2009; Thompson, 2005) but using full had shown the efficacy (Harvey, Harris, Harris, & Wheeler, 2007; Hochwarter et al., 2007; Semadar et al., 2006). The networking ability dimension shown the reliability of .90, the 4-item interpersonal influence dimension shown of .89, the 5-item social astuteness dimension shown of .87 and the 3-item apparent sincerity dimension had .78.

Table 3.3

Political Skills Scale Items

Dimension 1: Networking ability

1.	I spend a lot of time and effort at work networking with others.
2.	I am good at building relationships with influential people at work.
3.	I have developed a large network of colleagues and associates at work whom I can call on for support when I really need to get things done.
4.	At work, I know a lot of important people and am well connected.
	I spend a lot of time at work developing connections with others.
5.	I am good at using my connections and network to make things happen at work.

Dimension 2: Interpersonal influence

7.	I am able to make most people feel comfortable and at ease around me.
8.	I am able to communicate easily and effectively with others.
9.	It is easy for me to develop good rapport with most people.
10.	I am good at getting people to like me.

Dimension 3: Social astuteness

11.	I understand people very well.
12.	I am particularly good at sensing the motivations and hidden agendas of others.
13.	I always seem to instinctively know the right things to say or do to influence others.
15.	I pay close attention to people's facial expressions.

Dimension 4: Apparent sincerity

16.	When communicating with others, I try to be genuine in what I say and do.
17.	It is important that people believe I am sincere in what I say and do.
18.	I try to show a genuine interest in other people.

3.4.3 Perceived organizational support (POS)

The measure used a short form of the Survey of Perceived Organizational Support (Eisenberger et al., 1986). The variable from table 3.4 is 18 items scale from the Eisenberger, Fasolo, and Davis-LaMastro (1990). The reliability coefficient (Cronbach Alpha) for this scale was 0.93. The discriminant validity of this scale had been used in a number of recent studies such as for example Rhoades et al., 2001; Shore and Tetrick (1991); and Tumwesigye (2010).

Table 3.4

POS Scale Items

1.   Working at this organization has a lot of personal meaning for me.
2.   I feel a strong sense of belonging with this organization.
3.   I am proud to tell others that I work for this organization.
4.   I feel emotionally attached to this organization.
5.   I would be happy to work at this organization until I retire.
6.   I enjoy discussing about this organization with people outside of it.
7.   This organization does not deserve my loyalty (R).
8.   I really feel that any problems faced by this organization are also my problems.
9.   I do not feel like part of a family at this organization (R).
10. It is more likely that I will be given a pay raise or promotion at this organization if I finish a large amount of work.
11. It is more likely that I will be given a pay raise or promotion at this organization if I do high quality work.
12. Getting work done quickly at this organization increases my chances for a pay raise or promotion.
13. Getting work done on time is rewarded with high pay at this organization.
14. Completing my work done on time gets me greater approval from my immediate supervisor at this organization.
15. My immediate supervisor at this organization gives me more recognition when I get a lot of work done.
16. If I get my job done on time, I have more influence with my immediate supervisor at this organization.
17. My immediate supervisor at this organization pays added attention to the opinions of the best workers.
18. When I finish my job on time, my job is more secure at this organization.

3.4.4 Work life balances

The scale in table 3.5 have been used to seek employees perceptions of the work life balance based on their experience at work using 7 items from Sang, Ison, and Dainty (2008) with the coefficient of 0.89. This measurement is adopted from Small and Riley, (1990); Bacharach et al. (1991). This measurement also looks for the relationship between work life balance and turnover intention.

Table 3.5

Work Life Balance Scale Items

1. It has been difficult for me to fulfill my family responsibilities because of the amount of time spend on my job.
2. I have arrived at work too tired to function well because of the household work I had done.
3. I have come home from work too tired (several times a month) to do the chores which I need to be done.
4. My marriage/ relationship suffer because of my work.
5. I feel that my work prevents me from being as good a parent as I would like to be.
6. I find it difficult to "switch" off when I finish work.
7. My work affects my enjoyment of my social life.

3.4.5 Employees' turnover intention

The measurement in table 3.6 are using only one item developed by DeConnick and Stilwell (2004) to see the intention employees had for turnover could be turn to actual turnover within a year. The question will be based on category scale to determine an individual's intention to leave the organization as the turnover is the criterion variable and the reliability coefficient for the measurement are 0.90. Other research been used this scale (e.g, DeConnick & Johnson, 2009).

Table 3.6

Turnover Intention Scale Item

1. Within the next year, I rate the likelihood of searching for a job in different profession as high.

3.5   Population and sampling

In order to achieve the research objectives, a survey was carried out from one automotive company in Malaysia. According to Marican (2009), population is the

details from one aggregate element or it has all individuals that are going to be examined. Meanwhile, sampling is a process of selecting a portion of the population to generalize the population as a whole.

The population is employees from the sales and after sales of the company. However, researcher had been chose the company after sales division only as sample. The after sales business had been post record for 1.78 million vehicles intake in 2012, an increase of 5 percent from 2011. For 2013, the company targets to increase its intake by 5 percent to 1.88 million vehicles from 1.78 million in 2012. For parts sales, the targets is to increase for 6 percent to RM255 million from RM240 million in 2012. Furthermore, the company also is going for further improve its human capital development to ensure that their employees' skills and knowledge are of global standards.

Hence, after sales strategies and operations had been targeted to be improve to ensure they are able to meet their customers' motoring needs. This is because there are lots of changing had been done for the division such as change of the new management and company had stress on the after sales side for profit making and retention rate programs. Based on research, it had been proven that there is only 40 percent success in changing effort (Cartwright & Cooper, 1992) and those who resist to change will have the intention to leave (Chawla & Kelloway, 2004). The sample will be from the 46 branches nation wide with 1000 employees with three different natures of works. There is management, operation, and technical jobs provided in after sales division. 460 hundreds of questionnaire had been distributed and researcher is expected that at least 278 will responds. Sample size is determined by using Krejcie and Morgan (1970) table. The table suggested 278 sample sizes when the population

is 1000. This is because 30 percent of the sample size needed for the accuracy of the research. Table 3.7 showed the determination of the population and sampling.

Table 3.7

Population and Sampling

Total population (N)	1000
Sample (S)	278

Source: Krejcie & Morgan, (1970)

The sampling procedure will base on the stratified systematic sampling. Since the sample consists of different work nature therefore, each sample must include all of them same like the population. Researcher will divide the sampling into some sub-sample or stratified based on the important characteristic that going to be examine (Marican, 2009). The elements chosen is in the systematic way where in each branch the respondent must consists the management, operation, and technical staff from after sales division in 46 branches.

Table 3.8 provides the systematic distribution for the sample based on respondents' job nature. From 46 branches, management category includes service manager, and administration executive. The sampling must include executive and non executive post. Therefore, service manager (SM) and administration executive (AE) must be includes in each branch. Hence, each branch must have two respondents from this category. In operation, the category consists of service operation executive (SOE), and service advisor (SA). There is only one service operation executive in every branch and the minimum of four service advisors. Five respondents are needs to respond from this category. From technical category, it includes foreman and mechanics. Each branch will have one foreman. The minimum of mechanics in each branch is eleven thus they are the biggest population in after sales division.

Researcher had been minimizing the quantity for mechanics for two from each branch to respond for the survey.

Table 3.8

Distribution of questionnaire based on job nature

Job Nature	Total Questionnaire Distributions	Total Questionnaire Per Branch (10 set/ branch)
Management:		
- Service manager (SM)	46	1
- Administration executive (AE)	46	1
Operation:		
- Service operation executive (SOE)	46	1
- Service advisors (SA)	184	4
Technical:		
- Foreman	46	1
- Mechanics	92	2
TOTAL	**460**	**10**

3.6   Data Collection Procedures

Using the cross sectional study, the observation and data collection will be collect for one time only from the respondent. To collect the data, researcher chooses to use a questionnaire survey through mail. By then, the higher number of respondents can be collect in the short time. The distribution questionnaire was used in this study because not only it was less expensive, but it also stable, consistent and could help to avoid bias or errors caused by the attitudes of the interviewer (Sarantakos, 1993). Moreover, based on Sudman and Bradburn (1981) it has higher level of confidential because respondents are more honest to answer the questions compare to other techniques especially when it related with a sensitive issue.

Researcher will send ten set of questionnaires to each branch. Since sample selected is from all branches of after sales division nationwide, researcher had obtained the written approval from the representative of the after sales division

through email. The distribution and collection of the survey questionnaire will be through the representative.

Two weeks is given for respondent. One week for distribution and another one week for returning. This is because researcher wants to collect the data from all branches nationwide. By then, it can increase the accuracy of the findings. To increase the level of respond up to 50 percent from respondents (Royse, 1999), researcher will remind through telephone call to the representative after one week of distribution. Some souvenirs for those who respond the survey were provided by researcher. The representative will mail back to researcher after the second week of distribution.

3.7   Techniques of Data Analysis

This study analyzed the data by using the Statistical Package for Social Science (SPSS). It is assists to facilitate data cleaning and checking for logical inconsistencies. It also used to provide tools to extract information for the whole research.

The descriptive analysis used to describe the basic features of the data in the study. This will provides simple summaries about the sample and the measures. It will help to simply large amounts of data in a sensible way. It also will explain on the characteristics of perceptions of organizational politics (POPs), political skills, perceived organizational support (POS), work life balance, and turnover intention. The information from the questionnaires is transform into mean, standard deviation, frequency, and percentage. By then, it will help the researcher to understand the characteristics of the respondent systematically and judgment can be made on the results.

The dependent variables will be test using different preferred statistical test since it is discrete dependent variables. The ordinal scales with few categories (2, 3,

or possibly 4) and nominal measures are often classified as discrete and are analyzed using binomial class of statistical tests. Based on binomial theory, the variable will be test using chi-square, t-test and logistic regression (Agresti, 1984). For this research, as the aim is to seek the difference on individual intention, researcher had been chosen t-test for analysis generalization.

3.8   Summary

The choices of statistical analysis for the social science research typically will be based on the level of measurement and correct statistical test based on continuous or discrete scale. According to Stevens (1946), there are distinctions among nominal, ordinal, interval, and ratio scales on a classification system. The research is using the continuous independent variables and the level of measurement is ordinal with five categories of answers. The usage of Likert-type scale is usual practice to treat the composite scores as continuous variables. For dependent variables test, researcher had chosen the discrete type of dependent variable (or scale) where the level of measurement is nominal with 2 levels of answer. This technique of data analysis had been chosen because the research objective is to seek the different in dependent variables that can be affected in terms of the selected independent variables from the selected sample.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter presents the result of the study. For this purpose, the data was first analyzed using SPSS version 12. This chapter starts with evaluating the goodness of the data. This was done by looking at the response rate and the existence of non-response bias. This is followed by a discussion on the profile of the respondents. Next, the measures of this study were tested for their construct validity and internal consistency based on the results of the reliability analysis. The descriptive statistics, mainly the mean, standard deviations and intercorrelations among the variables were reported. Finally the result will be based on t-test analysis.

4.2 Response Rate

A total of 460 packets of questionnaires were distributed in the second week of April 2013 and is expected 278 to be returned. The potential respondents were given until April 20, 2013, to complete the questionnaires and return them to the researcher. However, by the fourth week of April 2013, only 256 were returned to the researcher. This equals to 56 percent response rate as stipulated in Table 4.1. No more questionnaires came back after that date.

The response rate could be attributed to souvenirs that were given to those who had responded even the researcher was only able to call the contact person responsible for distributing the questionnaire and requesting them to remind the

respondents. Otherwise, there was no way that the researcher can provide a reminder to the respondents.

Table 4.1

Total Population and Questionnaire Response Rate

Total Population	1000
Total questionnaire distributed	460
Total questionnaire returned	256
Percentage returned	56%

Table 4.2

Total percentage respondents based on job nature

Job Nature	Total Questionnaire Distribution	Total Questionnaire Returned	Percentage of rate returned
Management	92	63	68.5
Operation	230	64	27.9
Technical	138	129	93.5

4.3 Respondents Profile

Table 4.2 provides a summary of the profile of the respondents for this study. The detail SPSS output is available in Appendix. In general, a majority of the respondents are male (n=193) representing 75.4 percent of the sample. This is because the after sale department basically is dominated with male especially for the operation and technical part. The major respondents of this study are from Malay ethnicity. The percentages for the Malay respondents are almost equal (98.8% respectively), while there is only one Indian respondent (0.4%) and two from other groups of ethnicity (0.8%). Slightly more than half (61.2%) of the respondents are married. A majority (46.1%) of the respondents has at least a vocational certificate in their respective field

and 84 percent of respondents have earned extra paid for overtime while 16 percent are not been paid.

In general, all respondent are working in after sales division. Based on the nature of jobs, the respondents been categorized by three major types; management, operation, and technical. Those in management category are respondents who indicate they are service manager, and administration executive. Operation category includes service operation executive and service advisor. Technical categories are foreman and mechanics. From 256 responds, the majority of respondents are from technical category (50.4%), followed by operation (25%), and management (24.6%).

Table 4.2 provides the percentage based on the stratified systematic sampling based on respondent's job nature. Technical category had shown 93.5 percent respond rate from 138 questionnaires distribution. Followed by management by 68.5 percent been responded based on the category. Although operation category the questionnaire returned is more than management, but the respond rate is lower in their category by 27.9 percent.

Table 4.3

Respondents Profile

		Frequency	Percentage
Age	21 – 25 years	65	25.4
	26 – 30 years	109	42.6
	31 – 35 years	56	21.9
	36 – 40 years	24	9.4
	46 - 50 years	2	0.8
Gender	Male	193	75.4
	Female	63	24.6
Race	Malay	253	98.8
	Chinese	-	-
	Indian	1	0.4

	Others	2	0.8
Religious	Muslim	255	99.6
	Buddhist	-	-
	Christian	-	-
	Others	1	0.4
Marital Status	Single	94	36.7
	Married	159	62.1
	Divorced	3	1.2
	Widowed	-	-
Highest Education	SPM	19	7.4
	Vocational Certificate	118	46.1
	Diploma	85	33.2
	Bachelor Degree	34	13.3
	Master Degree	-	-
	Doctorate and above	-	-
Nature of Job	Management	63	24.6
	Operation	64	25
	Technical	129	50.4
Years of service	Less than six months	7	2.7
	Less than a year	10	3.9
	1 - 3 years	53	20.7
	4 - 6 years	77	30.1
	7 - 9 years	54	21.1
	More than 10 years	55	21.5
Job been hired before	One only	62	24.2
	Two only	44	17.2
	Three only	40	15.6
	More than four	40	15.6
	None	70	27.3
Working hours	Normal hour (8 hours)	128	50
	Nine Hours	80	31.3
	Ten hours	39	15.2
	More than ten hours	9	3.5
Overtime Paid	Paid	214	83.6
	Not Paid	42	16.4

	Mean	S.D
Age	3.18	0.97
Years of service	4.27	1.27
Job been hired before	3.05	1.55
Working hours	1.72	0.85

The respondents also provide their age, year of service, the number of job been hired before and working hours. The respondents' age varies between a minimum of 18 years and a maximum of 60 years. The mean age of the respondents is M=3.18 years with a standard deviation of 0.97. This mean most respondent are came from group of age range between 26 to 30 years old. The total years of service of the respondents varies between a minimum of less than 6 months and a maximum of more than 10 years. Most of respondents have been working with the company for four to six years (77 respondents). Followed by respondents who have been worked for more than ten years (55 respondents). There are only 17 respondents who have been worked less than a year. The mean of years of service of the respondents is M = 4.27 years with a standard deviation of 1.27. The number of job been hired before (excluded their current job) on respondents varies between a minimum of 1 and a maximum more than 4. The mean of number of job been hired before is M = 3.05 years, with a standard deviation of 1.55. Even though most of the respondent had been changing jobs three times which is high compare to their age but since lots of respondent is still single, therefore they tend to change for a better job. In addition, they may start working at the small workshop to gain experiences before attached with the company. This also explained on the reason of high changing number of job because vocational graduate normally will have attached with the industrial practical in related company for experience and upgrading their vocational skill level from level one, two and the

highest is level three. Finally, the respondents working hours varies between a normal

working hour (8 hours) to a maximum more than 10 hours, and the mean is M = 1.72

with a standard deviation of 0.85.

4.4   Descriptive Analysis

For the purpose of understanding the variability and interdependence of the subscales

derived from analysis, the means, standard deviations and intercorrelations for each

factor were computed. It should be noted that responses to all items of the study

variables for independent variables were in the form of Likert scale of 1 to 5, where 1

represent 'strongly disagree' and 5 represent 'strongly agree'. Therefore, the mean

scores indicate the level of agreement of the variables, in which any scores that was

below the midpoint (3.00) can be considered as low agreement and scores between

3.01 to 4.00 can be considered as moderate agreement and scores of above 4.01 can

be considered as strongly agree.

For dependent variable in discrete type presented in Table 4.6, the range of

answer is from 0 to 1 representing No and Yes. Therefore, the descriptive statistics

using frequency indicate respondents' choices of answer.

Table 4.5

Mean, Standard Deviation, and Confidence Intervals With Upper and Lower Limits

		95% CI	
	M (SD)	**LL**	**UL**
Perceptions of organizational politics (POPs)	3.83 (0.56)	-0.3	-0.03
Political skills	3.68 (0.56)	-0.4	-0.1
Perceived organizational support (POS)	3.7 (0.76)	-0.1	0.3
Work life balance	3.65 (0.95)	-0.6	-0.2

Note. M = mean; SD = standard deviation; CI = confidence interval; LL = lower limit; UL = upper
Limit

In reference to Table 4.5 that displays the means and standard deviations of independent variables, it can be seen that all variables have a mean that is more than 3.00. However, the standard deviations for these variables were less than 1.00. This means that, on the average, the employees in this sample perceived their organizations only a moderate degree in terms of all independent variables in the study. The highest mean among those variables are from perceptions of organizational politics (POPs) with 3.83 and a standard deviation of 0.56. Perceived organizational support (POS) mean indicate only 3.7 with standard deviation of 0.76. Political skills have a mean of 3.68 with a standard deviation of 0.56. However, work life balance show a standard deviation equal to 1 but with mean of 3.65 only.

With regard to dependent variable in table 4.6, there are 67 of respondents have been indicated that they will have the intention to search for another job within the next six months. 189 respondents have no intention to seek for another job within the next six months which equal to 73.8 percent. However, half of respondents with the percentage of 65.6 are indicating that within the next year they are intended to leave their profession. There are only 88 respondents who have no intention to leave within the next year. Respondents also have been indicated their rate of likelihood to leave their present job as high within the next six months for only 34 percent (87 respondents). But 144 respondents (56.3%) have been indicated that the rate of likelihood they will be searching for a job in a different profession as high within the next year. There is 43.8 percent or 112 respondents only are not rating the likelihood they will search for a different profession within the next year as high. This also contradict with the rating of the likelihood to leave their present job within the next six months as high when 169 respondents (66%) indicated that they have no intention to leave their job. Refer to Appendix for the detail of the SPSS output.

Table 4.6

Descriptive Statistics for Dependent Variables

		Frequency	Percentage
Within the next year, I would rate the likelihood of searching for a job in a different profession as high	Yes	144	56.3
	No	112	43.8

4.5 Reliability Analysis

Finding in table 4.7 showed that all values are above 0.7. However, in the case of exploratory researches, the Cronbach's Alpha values more than 0.6 are acceptable (Hair et al., 1998). Meanwhile, according to Bowling (2002) an alpha of 0.5 or higher is considered as a sign of acceptable internal consistency.

Table 4.7

Summary Statistics for Each Scale and Cronbach's Alpha (n=256)

Scale	N of Items	α
Perceptions of organizational politics (POPs)	16	0.919
Political Skills	12	0.791
Perceived organizational support (POS)	6	0.852
Work life balance	5	0.706

4.6 T-Test Analysis

An independent samples t-test was conducted to compare the different between individual who have the intention to leave and individual who do not have intention to leave the organization in terms of perceptions of organizational politics (POPs), political skills, perceived organizational support (POS), and work life balance. From Levene's test the variance of individual who have the intention and individual who do not have intention to leave the organization are the same. Refer Appendix for further SPSS analysis.

Table 4.8

Independent Samples Test

	Levene's Test for Equality of Variance		t-test for Equality of Means		
	F	**Sig.**	**t**	**df**	**Sig. (2-tailed)**
POPs Equal variances assumed	2.116	.147	-2.365	254	.019
Equal variances not assumed			-2.372	241.539	.018
PL Equal variances assumed	2.957	.087	-3.835	254	0.00
Equal variances not assumed			-3.888	249.028	0.00
POS Equal variances assumed	3.61	.059	1.087	254	.278
Equal variances not assumed			1.110	252.337	.268
WLB Equal variances assumed	.559	.455	-3.541	254	0.00
Equal variances not assumed			-3.515	231.648	0.01

Note. p < 0.05, two-tailed

Result from table 4.8 showed that three variables are significant and there is a difference between individual who have the intention to leave the organization with individual who do not have the intention in terms of perceptions of organizational politics (POPs) with $t = -2.4$, $df = 254$, $p<0.05$, political skills with $t = -3.9$, $df = 254$, $p<0.05$, and work life balance with $t = -3.5$, $df = 254$, $p>0.05$. The p-value for perceptions of organizational politics ($p = 0.02$) was significantly support Hypothesis 1. Consistent with Hypothesis 2, political skills ($p = 0$) and Hypothesis 4 of work life balance ($p = 0$) there is also a different between individual who has turnover intention with individual who do not have intention to leave the organization in terms of these two variables. Hypothesis 2 are not supported and showed there is no difference

between individual who have the intention to leave the organization with individual who have no intention in term of perceived organizational support (POS).

4.7   Summary

This chapter highlighted the result from data analysis process. In the first process the researcher implemented data screening through demographic profile. This process is followed by descriptive and reliability test where the researcher examines the value of Cronbach Alpha. Then, t-test analysis had been executed to seek for the differences. The analysis showed that there is a significance difference between individual who have the intention to leave the organization with individual who do not have the intention and it supported Hypothesis 1, Hypothesis 2, and Hypothesis 4.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1   Introduction

This chapter are summarized the key findings according to the research objectives. The implication on conceptual framework and hypothesis along with the practical part will be discussed in this chapter. In this chapter, the differences between individual who have the turnover intention and individual who do not have the intention is discuss either it has direct relationship or not with all independent variables. Recommendation for future research also is included.

5.2   Discussion

This research is conducted to examine the difference between individual who have the intention to leave with individual who do not have the intention to leave from organization in terms of perceptions of organizational politics (POPs), political skills, perceived organizational support (POS), and work life balance.

From finding, there is significance difference between these individuals in terms of perceptions of organizational politics (POPs), political skills, and work life balance. Employees had been moderately agreed with the perceptions of organizational politics (POPs) thus they are good at using their political skills and are more tolerate in their work life balance. This supported the suggestion in Igbaria et al. (1994) that there is a distinction between industry and sector in term of employees' intention for turnover. Based on four hypotheses conducted, three had been supported and showed the significance difference between individual who have the intention to leave the organization with individual who do not have the intention. The difference

can be seen from the perceptions of organizational politics (POPs), political skills, and work life balance.

Hypothesis 1 showed a significance difference between these individuals in terms of perceptions of organizational politics (POPs). There is a consistency with the previous researches that POPs will lead to turnover intention (Ferris et al, 1989; Ferris & Kacmar, 1992; Kacmar & Baron, 1999; Kacmar & Ferris, 1991). The difference between individual who have the intention to leave the organization come from those who have been experience the organizational politics at office, the disillusionment will result in higher turnover intention (Ferris et al., 1989; Cropanzano et al., 1997; Hochwarter et al., 1999; Kacmar et al., 1999; Valle & Perrewe, 2000). The differences with individual who do not have the intention to leave the organization exist from their general political behavior and go along to get ahead factors. Employees are avoiding conflicts and better in nonpolitical position because it will be profitable actions for them working in the political environment (Kacmar & Carlson, 1997). From HarrelCook (1998) discovered individuals who perceive that their organizations as highly politic charged but resist leaving the organization will try to step in the political behaviors to make the atmosphere more supportable to stay.

Hypothesis 2 showed a significant difference especially if the political skills could be used in a negative way on personal gain and affecting others as well (Brouer et al., 2011). Individual who have no intention to leave the organization are individuals who is politically skilled perform better and have more positive attitudes when perceived political environment present (Witt, Kacmar, Carlson, & Zivnuska, 2000). Moeller and Harvey (2011) provides individual who is capable of reading social situations and are able to respond accordingly and influence the desire outcome. While the low motivation employee will lead to unfavourable attitudes such

as lower job satisfaction and lower in organizational commitment (Rosen, Levy, & Hall, 2006; Van Eerde, & Thierry, 1996). This will produce unfavourable attitudes that will lead to turnover intention (Miller et al., 2008). The implication on career growth will differentiate individual who have the intention and individual who do not have the intention in terms of political skills because employees who willing to play along with the organizational politics stay with the organization while it push others who moderately or low exercise political skills to quit from the organization. The self-confidence may contribute individual with high political skills and more control in organization change process (Cheema, Cheema, and Ashraf, 2008).

The significance difference between individual who have turnover intention with individual who do not have the intention in terms of work life balance in Hypothesis 4 come from the conflict involving their two most prominent social roles (Kirchmeyer, 1992; Ryan, 2007). This affected time management on employees when individual physically could not present at multiple activities at the same time or when mentally distracted with one role when operating in the other (Greenhaus, & Beutell, 1985). However, they are not agreed that their marriage or relationship suffer because of their overload works. In today workforce environment, spending extra hours at work are common. Instead, the supporting culture on work life balance in term of reducing the length of working week (Bilal, Zia-ur-Rehman, & Raza, 2010) give employees' benefit in time flexibility and reduce conflict facing with employees' time and roles after work. Stress to balance work life that lead to turnover intention also can be reduce. Thus, the different between these individual are also based on their individual perceptions of how they interpreting their own work life balance (Razali, 2004). Supported by Launder (1997) suggest that an intention to stay within the

organization is most likely dependent upon employees' ability to balance work and personal responsibilities that implies the significant of quality of work life.

Different from previous finding, perceived organizational support (POS) showed there is no different between individual who have the intention to leave the organization with individual who do not have the intention. This mean Hypothesis 3 is not supported. It is suggested that employees feel obligation to help those who help them (Allen et al., 2003; Gouldner, 1960). Hence, employee who feels that an organization does not value their contribution will be inclined to leave that organization (Tumwesigye, 2010). However, employees will have different perception of support they need from organization. The different will be based on intrinsic or extrinsic kind of support. Support receive will relate with employees commitment. This implies that employees have lower levels of affective, normative and continuance organizational commitment (Eisenberger et al., 1986; Yoon & Thye, 2002; Rhoades & Eisenberger, 2002; Currie & Dollery, 2006; Onyinyi, 2003; Makanjee et al., 2006). When employee views their organization as unsupportive environment, they tend to turnover. The job produce is a medium that portray a relationship between employees and the organization where employees are offering their skills and knowledge and in exchange organization will gave paycheck at the end of the month as the reward. (Eisenberger et al., 1990). Hence employees will see this as organization responsibilities to them and not the support. Therefore, in reciprocity, the reward may be different but have the same value and it must include recognition as well instead of material rewards only (Gouldner, 1960). Hence, a supportive organization and cares about employees well being will get higher commitment from employees.

5.3   Practical Implication

Finding had reveal that for this after sales division from the automotive company chosen, employees will not seeking for a new job either in the same profession or new profession within the next six month. Employees provide the likelihood that within the next year they will search for a new job in a new profession as high. This is because if they are seeking for the same job in new automotive company, basically they will be facing the same pressure. The reason because, for Malaysia automotive market, it is estimated over 21.25 million vehicles registered in Malaysia to date with every 3 in 10 Malaysian owing a vehicle or in term of 1000 people, 42.1 owing a car (Malaysian Automotive Association). Thus, the competitiveness in the industry had leaded all players to stress on their manpower, resources, technology, and the survival strategy for the coming AFTA 2015. This is the crucial part for all auto companies to alert since it will impact their total production demand by the consumer. If the lending rate is high, most probably the demand for the cars will be low and vice versa. This is because the economic condition affecting the GDP and thus it will relate with the spending amount as well. This is because it will affect consumer capabilities of repayment. Therefore, seeking for a new job in other profession will differ from the same environment in the automotive company.

Perceptions of organizational politics (POPs) and political skills are interrelated as employees are alert about the political environment and play the roles in building their networking, create an interpersonal influence with co-worker, exercising social astuteness and portray a sincere apparent in front others. In order to go with the environment, employees at the after sales division are more tolerate with the needs of spending more time for their work when most of them agreed on the work life balance.

From the finding, it showed that employees are well known of their political environment when they are agreed on the general political behaviors and go along to get ahead. This is the reason why they have higher political skills. When they choose to be in neutral or nonpolitical people, it will be easier for them to be "in the group", thus they are easy to adapt with the environment and able to keep on the resources available for them. Based on Kacmar and Carlson (1997), the absence of specific rules and policies for guidance will make individuals develop their own. When there is a multiple translations of the same information it result in ineffective decisions that may appear political to those not directly involved in the decision making process (Cropanzano et al., 1995). There are people who avoid conflict and not resist others' influence attempts. They are viewed as not threatening individual and are welcomed into the "in-group" and received valued outcomes simply for not interfering with a politically acting individual's or group's agenda (Kacmar & Carlson, 1997). These explained when employees had showed their agreeableness that there is people or group that influences others therefore most of them made decision to be the unthreatening people. Lack of action or going along to get ahead is the reasonable and profitable action for them when they are working in a political environment.

Employees have high political skills because they are used and adaptive with the environment, and this is the way to secure their position in the organization. This is based on Pfeffer (1981) and Mintzberg (1983), who suggested that organizations are political in nature and for one to be successful, certain social skills are vitally important. They are avoiding conflict by not involve or create any problems because they are trying to keep for the well pay and promotions raises in the organization. Employees are good at being part of the political condition and they are able to adapt with the environment and most of the questions had been agreed by them. These mean

employees have the ability to read the situational requirements in organizations and altering their social presentation in ways that impact others (Todd, Harris, Harris, & Wheeler, 2009). With more than 4 years working experiences, most employees are more understand on their organizational behaviors, conflict arise, power and politics, and resource allocation. The promotions raises are based on individual performance and indirectly it has related with the relationship among employees and bosses. Creating conflict may lower the likelihood of receiving a well paid salaries, bonuses and promotions raises. That is why employees at the organization have very high political skills. They are building social networking among them and form an influential group that can secure their position. However, if they failed to exercise the political skills, they are out of the group and they will feel that their position is unsecure. In addition they felt that they are not received an appropriate support they should get from the organization. They will need to standalone in their working environment. Unhappy working place will increase the absenteeism and lower down employee motivation. From finding, it revealed that most employees are accepting the working environment and they had built a connection with each other for the purpose of their work.

Employees within the organization are much more concern on the perceptions of organizational politics (POPs), political skills, and work life balance rather than the perceived organizational support (POS). The economic condition can be part of the reason for those who do not have the intention to leave because if they decided to leave the organization, especially within the next six month, it is impossible to get the exact amount of paid they have been received from the organization. Employees at this after sales service division normally will receive quite large amount of bonus payment with minimum two month salaries or more based on their performance. Even

though Hypothesis 3 is not significance difference between individual who have the intention to leave the organization with individual who do not have the intention, but the implication in the real world is different. In the same time, the organization should be able to create the supportive environment especially on employees' recognition because when employees felt that they are being cared by management, it will increase the commitment they have towards organization. Furthermore, the reason that there is no difference between individual who have the intention to leave from the organization with individual who do not have intention because employees perceived the reward for pay raise and promotion solely based on their individual performance matrix. This is because their pay and promotions will be based on their grades and types of work. For promotions, each individual will be upgrades every two years based on their individual performance and pay will be increase every year based on their grades. Therefore the difference between their pay and promotions will base on their years of services and grade system. However, there are respondent who grades may not been upgrade because of poor performance such as absenteeism or emergency leave but they still receive pay increment every year. They are known for the increment since their supervisor will discuss with them about the rate of performance given to them. Hence, employees are not seeing that the pay raise, bonuses, and promotions are part of organization support to them but rather it is based on policies and the responsibilities for employer to pay the work they done for each month. Employees at the after sales service division looks for recognition reward as the way company show their support towards them. From finding, supervisor and superior should showed more support in term of psychology approach for example appreciation on employees' effort on their work, work motivation and moral support,

giving training for their career advancement, and create emotional attachment with them.

5.4   Future Recommendation

For future research, the research suggests that study could be carried out using this conceptual model framework study involving many companies in other industry in Malaysia so that generalization could be made. This is to seek on the relationship of POPs, political skills, POS, and work life balance has toward turnover intention. Besides, the study can include the exploration of bounded rationality within the context of economy condition, cultures, etc. Much more, this study can be done in government sector as well. Some variables also may be change to mediator. The research also is suggested to be done in Islamic perspectives in the view of management, employees' attitudes, rules and regulations, and employees' responsibilities toward their job. In addition it is suggest using different human resource practice available to predict the relationship of turnover intention and other variables such as support and family friendly policies. This is because, Malaysia is such a unique based to study as it has a range from agricultural to manufacturing sectors and also heavy industries. Much more, the diversify workforce and economic changes will give a lot of different perspectives in employees' turnover issues.

A longitudinal study may be suggested as well because the cross sectional study have a limited time to get the accurate data. Based on Bauer, Erdogan, Liden, and Wayne (2006) provide a longitudinal study will give additional insight because the influence of perceptions of organizational politics (POPs) and perceived organizational support (POS) differs depending on temporal variables (George & Jones, 2000). This is because the same respondent is likely to react differently as time

goes by and their year of services increase (Harris, Harris & Harvey, 2007). This also applies to other variables as well.

Personality traits may be done for future research to test on the symptoms for the turnover intention. Different employees will have different impacts on the personality traits. They tend to differentiate the climate that surrounding them based on their own perspectives. For example, higher educated people have more political skills and therefore they are able to use more than one form of influence strategy (Farmer, Maslyn, Fedor, & Goodman, 1997).

5.5   Summary

The discussion have creates different point of view of the turnover issues. This is hope that the finding and implication can be further extended in different research based. Results from the finding showed that perceptions employees have towards their organization is very crucial and will relate to other form of work outcomes. That is why both variables usually been used as moderator with each other. While political skills is the statement that politics environment rely in the organization, failed to utilize the skills in appropriate way will result in others related outcomes such as stressor and burnout. At the end, there will be an increasing of turnover intention. The work life balance awareness had been increase in today workforce therefore employer should create cultures that enrich the family friendly policies for examples in terms of more flexible time for working hour, maternity leave, and nursery facilities at workplace. It helps to increase the perception employees have towards the support received from their organization.

REFERENCES

Adjen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes,* 50, 179 – 211.

Agresti, A. (1984). *Analysis of ordinal categorical data*. NY: Wiley

Ahearn, K.K., Ferris, G.R., Hochwarter, W.A., Douglas, C., & Ammeter, A.P. (2004). Leader political skill and team performance. *Journal of Management*, 30, 309 - 327.

Allen, N.J., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organisation. *Journal of Occupational Psychology*, 63(1), 1–18.

Allen, R.W., Madison, D.L., Porter, L.W., Renwick, P.A., & Mayes, B.T. (1979). Organizational politics: Tactics and characteristics of its actors. *California Management Review,* 22, 77 – 83.

Andrews, M.C., & Kacmar, K.M. (2001). Discriminating among organizational politics, justice, and support. *Journal of Organizational Behavior*, 22, 347 – 366.

Armenakis, A.A., Harris, S.G., & Mossholder, K.W. (1993). Creating readiness for organizational change. *Human Relations*, 46 (6), 681 – 703.

Balmforth, K., & Gardner, D. (2006). Conflict and facilitation between work and family: realizing the outcomes for organizations. *New Zealand Journal of Psychology,* 35 (2), 305 – 330.

Bang, H. (2011). Leader-Member Exchange in nonprofit sport organizations: The impact on job satisfaction and intention to stay from the perspectives of

volunteer leaders and follower. *Nonprofit Management and Leadership*, 22, 85 – 105.

Barnett, R. (1995). Flexible benefits: Communication is the key. *Benefits and Compensation International*, 24 (6), 25 – 28.

Barrah, J.L., Schultz, K.S., Baltes, B., & Stolz, H.E. (2004). Men's and women's eldercare based work-family conflict: Antecedents and work-related outcomes. *Fathering*, 2 (3), 305 – 330.

Bilal, M., Zia-ur-Rehman, M., & Raza. I. (2010). Impact of family friendly policies on employees' job satisfaction and turnover intention (A study on work-life balance at workplace). *Interdisciplinary Journal of Contemporary Research in Business,* 2 (7), 378 – 395.

Bline, D.M. (1994). Turnover intent of accounting academics. Accounting Educators' Journal, 7 (1), 1 – 16.

Blau, P.M., (1964). *Exchange and power in social life*. New York: Wiley.

Boyar, S.L., Maertz, C.P., Jr., Pearson, A.W., & Keough, S. (2003). Work-family conflict: A model of linkages between work and family domain variables and turnover intentions. *Journal of Managerial Issues*, 15 (2), 175 – 190.

Brouer, R.L., Harris, K.J. & Kacmar, K.M., (2011). The moderating effects of political skill on the perceived politics-outcome relationships. *Journal of Organizational Behavior*, 32, 869 – 885.

Byrne, Z.S. (2005). Fairness reduces the negative effects of organizational politics on turnover intentions, citizenship behavior and job performance. *Journal of Business and Psychology*, 20 (2), 175 – 200.

Byrne, Z.S., & Hochwarter, W.A. (2008). Perceived organizational support and performance: Relationships across levels of organization cynicism. *Journal of Managerial Psychology*, 23 (1), 54 – 72.

Cable, D.M., & Parsons, C.K. (2001). Socialisation tactics and person-organisation fit. *Personnel Psychology*, 54(1), 1–23.

Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). *The Michigan organizational assessment questionnaire.* Ann Arbor: University of Michigan.

Campbell, J.P., Dunnette, M.D., Lawler, E.E., & Weick, K.E. (1970). *Managerial behavior, performance, and effectiveness.* New York: McGraw-Hill.

Carlier, S.I., Llronte, C.L. & Grau, M.G. (2012). Comparing work-life balance in Spanish and Latin-American countries. *European Journal of Training and Development,* 36 (2/3), 286 – 307.

Carsten, J.M., & Spector, P.E. (1987). Unemployment, job satisfaction, and employee turnover: A meta-analytic test of the Muchinsky model. *Journal of Applied Psychology*, 72(1), 374–381.

Cartwright, S., & Cooper, C.L. (1992), *Mergers and Acquisitions: The Human Factor*, Butterworth and Heinemann: Oxford.

Chandrashekharan, N. (2006). Towards logistics effectiveness in India. *Materials Management Review*. Page: 10.

Chang, H. (1996, September 3). In Singapore, the dreams are getting bigger. *Business Week*.

Chang, C., Rosen, C.C., & Levy, P.E. (2009). The relationship between perceptions of organizational politics and employee attitudes, strain, and

behavior: A Meta-Analytic Examination. *Academy of Management Journal*, 52 (4), 779 – 801.

Chawla, A., & Kelloway, E., K. (2004). Predicting openness and commitment to change. The *Leadership and Organizational Development Journal*, 25 (6), 485 – 498.

Cheema, I.Q., Cheema, H.A., & Ashraf, K. (2008). *Leader's political skill, organizational politics savvy, and change in organization: A constellation.* School of Global Leadership & Entrepreneurship: Regent University.

Chew, Y.T., & Wong, S.K. (2008). Effects of career mentoring experience and perceived organizational support on employee commitment and intentions to leave: A study among hotel workers in Malaysia. *International Journal of Management,* 25 (4), 692 – 700.

Chew, Y.T. (2005). Achieving organizational prosperity through employee motivation and retention: A comparative study of strategic HRM practices in Malaysian Institutions. *Research and Practice in Human Resource Management*, 13 (2), 87 – 104.

Chuebang, P., & Baotham, S. (2011). Voluntary turnover intentions: Effects on perceived organizational support and organizational commitment of Thai employees in Rajabhat Universities. *Review of Business Research*, 11 (3), 1 – 12.

Cohen, A., & Golan, R. (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 (5), 416 – 432.

Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need fulfillment. *Journal of Occupational Psychology*, 53, 39–52.

Cotton, J. L. & Tuttle, J. F. (1986). Employee turnover: A meta-analysis and review with implications for research. *Academy of Management Review*, 11 (1), 55 – 70.

Coyle-Shapiro, J.A.M., Kessler, I., & Purcell, J. (2004). Exploring organizationally directed citizenship behaviour: Reciprocity or 'It's my job'? *Journal of Management Studies*, 41(1), 85–106.

Cropanzano, R., Howes, J.C., Grandey, A.A., & Toth, P. (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, 18, 159 – 180.

Dailey, R.C. and Kirk, D.J. (1992). Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *Human Relations, 45(3),* 305-317.

Dawal, S.Z., Taha, Z., & Ismail, Z. (2009). Effect of job organization on job satisfaction among shop floor employees in automotive industries in Malaysia. *International Journal of Industrial Ergonomics*, 39, 1 – 6.

DeConnick, J.B & Johnson, J. T. (2009). The effects of Perceived Supervisor Support, Perceived Organizational Support, and Organizational Justice on Turnover among Salespeople. *Journal of Personal Selling & Sales Management , XXIX* (4), 333-350.

DeConnick, J.B. & Stilwell, D.C. (2004). Incorporating Organizational Justice, Roles States, Pay Satisfaction and Supervisor Satisfaction in a Model of Turnover Intentions. *Journal of Business Research*, 57 (3), 225 – 231.

Deery, M. (2008). Talent Management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20 (7), 792 – 806.

Deutsch, M. (1990). Sixty years of conflict. *International Journal of Conflict Management, 1,* 237-263.

Drory, A. (1993). Perceived political climate and job attitudes. *Organization Studies, 14*, 59–71.

Dunham, R.B. (1977). Relationships of perceived job design characteristics to job requirement and job value. *Journal of Applied Psychology, 62*, 760-763.

Eder, P. & Eisenberger, R. (2008). Perceived organizational support: Reducing the negative influence of coworker withdrawal behavior. *Journal of Management*, 34, 55 – 68.

Edwards, J.R. (1991). Person–job fit: A conceptual integration, literature, and methodological critique. In C.L. Cooper & I.T. Robertson (Eds.), *International Review of Industrial and Organisational Psychology* (Vol. 6, 283–357). New York: Wiley.

Eisenberger, R., Stinglhamber, F., Vanderberghe, C., Sucharcski, I., & Rhoades, L. (2002). Perceived organizational support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology,* 87, 565 – 573.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology,* 86, 42 – 51.

Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support. *Journal of Applied Psychology*, 71, 500 – 507.

Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational and employee diligence, commitment, and innovation. *Journal of Applied Psychology,* 75 (1), 51 – 59.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Journal of Applied Psychology*, 71 (3), 500 -507.

Etzioni, A. (1961). *A comparative analysis of complex organizations*. New York: Free Press.

Feldman, D.C. (2003). The antecedents and consequences of early career indecision among young adults. *Human Resource Management Review*, 13(3), 499–531.

Ferris, G.R., Blickle, G., Schneider, P.B., Kramer, J., Zettler, I., Solga, J., Noethen, D., & Meurs, J.A. (2008). Political skill construct and criterion-related validation: A two-study investigation. *Journal of Managerial Psychology*, 23 (7), 744 – 771.

Ferris, G.R., Treadway D.C, Perrewe P.L, Brouer R.L, Douglas C., & Lux S. (2007). Political Skill in Organization. *Journal of Management*, 33 (3), 290 – 320.

Ferris, G.R., Adams, G., Kolodinsky, R.W., Hochwarter, W.A., & Ammeter, A.P. (2002). Perceptions of organizational politics: Theory and research directions. In F. J. Yammarino & F. Dansereau (Eds.), *Research in multi-level issues: Vol. 1. The many faces of multi-level issues* (pp. 179 – 254). Oxford, England: JAI Press.

Ferris, G.R., Harrell-Cook, G., & Dulebohn, J. (2000). Organizational politics: The nature of the relationship between politics perceptions and political behavior. *Research in the Sociology of Organizations, 17*, 89–130.

Ferris, G.R., Frink, D.D., Galang, M.C., Zhou, J., Kacmar, K.M., & Howard, J.L. (1996). Political work environments. *Human relations*, 49, 233 – 266.

Ferris, G.R., & Kacmar, K.M. (1992). Perception of organizational politics. *Journal of Management,* 18 (1), 59 – 71.

Ferris, G.R., Russ, G.S., & Fandt, P.M. (1989). Politics in organizations. In R.A. Giacalone, & P. Rosenfeld (Eds)., *Impression Management in the Organization* (pp. 143 – 170). Hilsdale, NJ: Earlbaum.

Firth, L., Mellor, D.J., Moore, K.A., & Loquet, C. (2004). How can managers reduce employee intention to quit?. *Journal of Managerial Psychology*, 19, 170 – 180.

Foon, Y.S., Chee-Leong, L., & Osman, S. (2010). An exploratory study on turnover intention among private sector employees. *International Journal of Business and Management,* 5 (8), 57 – 64.

Friedman, S., & Greenhaus, J. (2000). *Work and Family – Allies or Enemies? What Happens When Business Professionals Confront Life Choice*, Oxford University Press, New York, NY.

Fu, C., & Shaffer, M. (2001). The tug of work and family: direct and indirect domain-specific determinants of family interference with work and work interference with family. *Personnel Review*, 30 (1), 502 – 522.

Fuller, J.B., Marler, L.E., & Hester, K. (2006). Promoting felt responsibility for constructive change and proactive behavior: exploring aspects of an elaborated model of work design. *Journal of Organizational Behavior, 27,* 1089-1120.

Gehart, B. (1990). Voluntary turnover and alternative job opportunities. *Journal of Applied Psychology,* 75 (5), 467 – 476.

Gerhart, B., & Milkovich, G.T. (1990). Organisational differences in managerial compensation and financial performance. *Academy of Management Journal*, 33(4), 663–691.

Gill, A., Marthur, N., Sharma, S.P., & Bhutani, S. (2011). The effect of empowerment and transformational leadership on employee intention to quit: A study of restaurant workers in India. *International Journal of Management*, 28.

Gilmore, D.C., Ferris, G.R., Dulebohn, J.H., & Harrell-Cook, G. (1996). Organizational politics and employee attendance. *Group and Organizational Management*, 21, 481–494.

Goldstein, J. (1989). The affirmative core of resistance to change. *Organizational Development Journal*, 7 (1), 32 − 38.

Gouldner, A.W. (1960) The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25, 161 − 178.

Gornick, J.C., & Meyers, M.K. (2003). *Families That Work: Policies for Reconciling Parenthood and Employment*. Russell Sage Foundation, New York. NY.

Greenhause, J.H., & Beutal, N.J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10 (1), 76 − 88.

Grover & Crooker, (2005). Who appreciate family-responsive human resources policies: The impact of family friendly policies on the organizational attachment of parents and non- parents. *Personal Psychology*, 48 (2), 271.

Ha, C.L. (2009, December, 22). *Malaysia's experience in technology-based enterprise development*. United Nations Conference on Trade and Development.

Haar, J.M. (2004). Work-family conflict and turnover intention: Exploring the moderation effects of perceived work-family support. *New Zealand Journal of Psychology,* 33, 35 – 39.

Hackman, J.R., & Oldham, G.R. (1980). *Work Design*. Reading, Mass: Addison-Wesley.

Hang-Yue, N., Foley, S., & Loi, R. (2005). Work role stressors and turnover intentions: A study of professional clergy in Hong Kong. *International Journal of Human Resource Management,* 16, 2133 – 2146.

Harris, R.B., Harris, K.J., Harvey, P., (2007). "A test of competing models of the relationships among perceptions of organizational politics, perceived organizational support and individual outcomes". *Journal of Social Psychology*, 147 (6), 631 – 655.

Harvey, P., Harris, K.J., Harris, R.B., & Wheeler A.R. (2007). Attenuating the effects of social stress: The impact of political skill. *Journal Occupation Health Psychology,* 12, 105 – 115.

Hitlan, R.T., Kelly, K.M., Schepman, S., Scheneider K.T., & Zarate, M.A. (2006). Language exclusion and the consequences of perceived ostracism in the workplace. *Theory Res. Practical*, 101, 56 – 70.

Hochwarter, W.A., Kacmar, C., Perrewe', P., & Johnson, D. (2003). Perceived organizational support as a mediator of the relationship between politics perceptions and work outcomes. *Journal of Vocational Behavior*, 63, 438-456.

Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Beverly Hills, CA: Sage Publications.

Hom, P.W., Griffeth, R.W., & Sellaro, C.L. (1984). The validity of Mobley's (1977) model of employee turnover. *Organizational Behavior and Human Performance*, 34 (2), 141 – 174.

House, R.J., & Rizzo, J.R. (1972). Role conflict and ambiguity as critical variables in a model of organizational behavior. *Organizational Behavior and Human Resource Performance*, 7, 467 – 505.

Igbaria, M.G., Meredith, & Smith, D.C. (1994). Predictors of intention IT professionals to stay with the organization in South Africa. *Information and Management,* 26 (5), 245 – 256.

Jones, E.L., Chonko, D.R., & Roberts, J. (2007). The role of overload on job attitudes, turnover intentions, and salesperson performance. *Journal of Business Research*, 60.

Kacmar, K.M., & Baron, R.A. (1999). Organizational politics: The state of field, links to related processes and an agenda for future research. In G.R. Ferris (Ed.), *Research in personnel and human resources management*, 17, 1 – 39. Stamford, CT: JAI Press.

Kacmar, K.M., Bozeman, D.P., Carlson, D.S., & Anthony, W.P. (1999). An examination of the perceptions of organizational politics model: Replication and extension. Human Relations, 52, 383 – 416.

Kacmar, K.M., Carlson, D.S. (1997). Further validation of the perceptions of politics scale (POPs): A multiple sample investigation. *Journal of Management*, 23, 627 – 658.

Kacmar, K.M., & Ferris, G.R. (1991). Perceptions of organizational politics scale (POPs): Development and construct validation. Educational and Psychological Measurement, 51, 191 – 205.

Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science,* 9, 131 – 146.

Kerlinger, F.N. (1992). *Foundations of Behavioral Research (3ʳᵈ Edition).* New York: Harcout Brace College Publishers.

Kraimer, M.L., Seibert, S.E., Wayne, S.J., Liden, R.C., & Bravo, J. (2011). Antecedents and outcomes of organizational support for development: The critical role of career opportunities. *Journal of Applied Psychology*, 96 (3), 485 – 500.

Krejcie, R.V., & Morgan, D.W. (1970). Determining sample size for future research activities. *Educational and Psychological Measurement*, 30, 607 – 610.

Kuder, G.F, &Richardson, M.W. (1837). The theory of estimation of reliability. *Psychometrika*, 2, 151 – 160.

Kuean, W.L., Kaur, S., & Wong, E.S.K. (2010). The relationship between organizational commitment and intention to quit: The Malaysian Companies Perspectives. *Journal of Applied Sciences*, 10 (19), 2251 – 2260.

Lasun, G., & Nwosu, C.J. (2011). Organizational politics, turnover intention and organizational commitment as predictors of employees' efficiency and effectiveness in academia. *Informing Science and IT Education Conference (InSite),* 305 – 314.

Lim, L. (2001). Work cultural values of Malays and Chinese Malaysians. *International Journal of Cross Cultural Management*, 1(2), 209–226.

Lew, Tek-Yew. (2010). *Affective organizational commitment and turnover intention of academics in Malaysia*. International Conference on Business and Economics Research. IACSIT Press Kuala Lumpur, Malaysia. Vol. 1.

Loi, R., Ngo, H-Y., & Foley,S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79, 101 – 120.

Machachlan, R. (1996). Job hopping or 'industrial espionage'. *Personnel Management,* 2 (14), 15 – 16.

MacKenzie, S.B., Podsakoff, P.M., & Paine, J. B. (1999). Do citizenship behaviors matter more for managers than for salespeople?. *Journal of the Academy of Marketing Science*, 27, 396–410.

MacKenzie, S.B., Podsakoff, P.M., & Fetter, R. (1993). The impact of organizational citizenship behaviors on evaluations of sales performance. *Journal of Marketing*, 57, 70–80.

MacKenzie, S.B., Podsakoff, P.M., & Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of manager's evaluations of performance. *Organizational and Human Decision Processes*, 50, 1–28.

Malaysian Employers Federation. (2012). *The MEF salary and fringe benefits survey for executives 2012*. Kuala Lumpur, Malaysia: Malaysian Employers Federation.

Malaysian Automotive Association. (2012). *Market Review for 2012 and Outlook for 2013*. MAA Press Conference, 1 – 13. Retrieved from http://www.maa.org.my./

Makhbul, Z.M., Rahid, M.R, & Hasun, F.M. (2011). What made they go? *Journal of Global Management,* 1 (1).

Marican, S. (2009). *Penyelidikan Sains Sosial: Pendekatan Pragmatik*. Malaysia: Edusystem Sdn. Bhd.

Mayer, B.T., & Allen, R.W. (1977). Toward a definition of organizational politics. *The Academy of Management Review*, 2 (4), 672 – 678.

McFarlin, D.B., & Sweeney, P.D. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of Management Journal,* 35, 626 – 637.

Miller K.B, Rutherford M.A, & Kolodinsky R.W. (2008). Perceptions of Organizational Politics: A Meta-Analysis of Outcomes. *Journal of Business Psychology*, 22, 209 – 222.

Mintzberg, H. (1983). The organization as political arena. *Journal of Management Studies,* 22 (2), 133 – 154.

Mintzberg, H. (1983). *Power in and around organizations*. Prentice Hall. Englewood Cliffs, NJ.

Moeller, M., & Harvey, M. (2011). The influence of political skill on the acceptance of foreign nationals at the home country organization: An examination of cultural stigmatization. *The International Journal of Human Resource Management,* 22 (12), 2593 – 2608.

Mowday, R.T., Steers, R.M., & Porter, L.W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14, 224 – 247.

Murphy, F., & Doherty, L. (2011). The experience of work life balance for Irish senior managers. *Equality Diversity and Inclusion: An International Journal*, 30 (4), 252 – 277.

Nezakati, H., Kok, K.O., & Asgari, O. (2011). *Do consumer based-factors influence consumer buying behavior in automotive industry? (Malaysia Evidence).* International Conference on Sociality and Economics Development, 10, 17 – 22.

Ngo, H., & Tsang, W. (1998). Employment practices and organizational commitment: Differential effects for men and women?. *International Journal of Organizational Analysis,* 6 (3), 251 – 266.

Nye, L.G., & Witt, L.A. (1993). Dimensionality and construct validity of the perceptions of organizational politics scale. *Educational and Psychological Measurement,* 53, 821 – 829.

Okello-Ouni, A. (2004). *Organisational support and salesforce turnover in the manufacturing industry: A study of selected companies in Kampala, Uganda*. Unpublished M.Sc. Dissertation, Makerere University.

Onyinyi, B. (2003). *Perceived organisational support, commitment and organisational citizenship behaviours: a comparative study of Mulago and Nsambya Hospitals.* Unpublished MBA dissertation, Makerere University.

Organ, D.W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenships behavior. *Journal of Applied Psychology*, 75, 157 – 164.

Perrewe', P.L., Zellars, K.L., Rossi, A.M., Ferris, G.R., Kacmar, C.J., Liu, Yongmei, Zinko, Robert, & Hochwarter, W.A. (2005). Political skills: An

antidote in the role overload-strain relationship. *Journal of Occupational Health Psychology*, 10 (3), 239 – 250.

Perrewe', P.L., Zellars, K.L., Ferris, G.R., Gerald, R., Rossi, A.M., Kacmar, C.J., & Ralston, D.A. (2004). Neutralizing job stressors: Political skill as an antidote to the dysfunctional consequences of role conflict stressors. *Academy of Management Journal,* 47 (1), 141 – 152.

Perrewe', P.L., Ferris, G.R., Frink, D.D., & Anthony, W.P. (2000). Political skill: An antidote for workplace stressors. *Academy of Management Executive*, 14 (3), 115 – 123.

Pfeffer, J. (1998). *The human equation*. Boston MA.: Harvard Business School Press.

Poon, J.M.L (2003). Situational antecedents and outcomes of organizational politics perceptions. *Journal of Managerial Psychology*, 18 (2), 138 – 155.

Porter, L.W., Allen, R.W., & Angle, H.L. (1981). The politics of upward influence in organizations. L.L. Cummings & B.M Staw (Eds.). *Research in organizational behavior,* 3. Greenwich, CT: JAI Press.

Porter, L.W., Steers, R., Mowday, R.T., & Boulin, P. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603 – 609.

Porter, L.W., & Steers, R.M. (1973). Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological Bulletin*, 80(2), 151– 176.

Porter, L.W., & Lawler, E.E. (1968). *Managerial attitudes and performance*. Homewood, IL: Irwin.

Price, J.L. (1977). The study of turnover. *Ames,* IA: Iowa State University Press.

Ram, P., & Prabhakar, G.V. (2010). Leadership styles and perceived organizational politics as predictors of work related outcomes. *European Journal of Social Sciences,* 15 (1), 40 – 55.

Razali, M.Z. (2004). Perception of professional engineers toward quality of worklife and organizational commitment. *Gadjah Mada International Journal of Business*, 6 (3), 323 -334.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal Applied Psychology*. Vol. 87: 698 – 714.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal Applied Psychology*, 87, 698 – 714.

Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology,* 86, 825 – 836.

Rizzo, J.R., House, R.J., & Lirtzman, S.I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15, 150 – 163.

Robbins S.P & Judge T.A. (2009). *Organizational Behavior, 13ᵗʰ Edition*. Pearson Education Inc. New Jersey.

Ryan, T.D., & Sagas, M. (2009). Relationships between pay satisfaction, work-family conflict, and coaching turnover intentions. *Team Performance Management,* 15 (3/4), 128 – 140.

Sang, K.J.C; Ison, S.G; Dainty, Andrew R.J;. (2009). The job satisfaction of UK architects and relationships with work-life balance and turnover intentions. *Engineering, Construction and Architectural Management , 16* (3), 288-300.

Shaffer, M.A., Harrison, D.A, Gilley, K.M. & Luk, D.M. (2001). Struggling for balance amid turbulence in international assignments: Work-family conflict, support, and commitment. *Journal of Management*, 27, 99 – 121.

Shanock, L.R., & Eisenberger, R. (2006). When supervisors feel supported: Relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied Psychology*, 91, 689 – 695.

Shi, J., Chen, Z., & Zhou, L. (2011). Testing differential mediation effects of sub-dimensions of political skills in linking proactive personality to employee performance. *Journal Business Psychology*, 26, 359 – 369.

Spector, P. (1997). *Job satisfaction*. Thousand Oaks: Sage Publication.

Sowmya, K.R., & Panchanatham, N. (2012). Influence of organizational politics on turnover intention of employees in education sector, Chennai, India. Journal of Economics and Management, 1 (1), 19 – 25.

Sowmya, K.R., & Panchanatham, N. (2011). Organizational politics- Behavioral intention of bank employees. Journal of Commerce, 3 (1), 8 – 21.

Stone, P. (2007). *Opting Out? Why women really quit careers and head home.* University of California Press, Berkeley, CA.

Sudman, S., & Bradburn, N.M. (1981). *Asking Questions: A Practical Guide to Questionnaire Design.* San Francisco: Josey-Bass.

Syrett, M. (1994). Through thick and thin. *Asian Business*, 30 (12), 26 – 30.

Tett, R., & Meyer, J. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on Meta analytic findings. *Personnel Psychology*, 46 (2), 259 – 293.

Thanacody, P.R., Bartram, T., & Casimir, G. (2009). The effects of burnout and supervisory social support on the relationship between work-family conflict and intention to leave. *Journal of Health Organization and Management*, 23 (1), 53 – 69.

Todd, S.Y., Harris, K.J., Harris, R.B., & Wheeler, A.R. (2009). Career Success Implications of Political Skill. *The Journal of Social Psychology*, 149 (3), 179 – 204.

Tower Watson – HR Consulting and Risk Management Insurance. Retrieved from http://www.towerswatson.com.

Tumwesigye, G. (2010). The relationship between perceived organizational support and turnover intentions in a developing country: The mediating role of organizational commitment. African Journal of Business Management, 4 (6), 942 – 952.

Tuzun, I.K. (2007). Antecedents of turnover intention toward a service provider. *The Business Review,* 8, 128 – 135.

Vigoda-Godat, Eran, Vinarski-Peretz, Hedva, Ben-Zion, & Eyal. (2003). Politics and image in the organizational landscape: An empirical examination among public sector employees. *Journal of Managerial Psychology*, 18. (17/18), 764 – 787.

Vigoda, E. (2002). Stress-related aftermaths to workplace politics: The relationships among politics, job distress, and aggressive behavior in organizations. *Journal of Organizational Behavior,* 23, 571 – 591.

Vigoda, E. (2000). "Internal politics in public administration systems: An empirical examination of its relationship with job congruence,

organizational citizenship behavior, and in-role performance". *Public Personnel Management*, 29 (2), 185 – 210.

Vigoda, E. (2000). Organizational politics, job attitudes and work outcomes: Exploration and implications for the public sector. *Journal of Vocational Behavior*, 57, 326 – 347.

Vroom, V. (1964). *Work and motivation*. New York: Wiley.

Wang, P., Lawler, J.J., Walumbwa, F.O, & Shi, K. (2004). Work-family conflict and job withdrawal intentions: The moderating effect of cultural differences. *International Journal of Stress Management*, 11, 392 – 412.

Wayne, S.J., Shore, L.M., & Liden, R.C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy Management Journal*, 40, 82 – 111.

Wayne, S.J., Shore, L.M., Boomer, W.H., & Tetrick, L.E. (2002). The role of fair treatment and rewards in perceptions of organizational support and leader-member exchange. *Journal of Applied Psychology*, 87 (3), 590 – 598.

Witt, L.A., Kacmar, K.M., Carlson, D.S., & Zivnurka, S. (2002). Interactive effects of personality and organizational politics on contextual performance. *Journal of Organizational Behavior*, 23, 911 – 926.

Zhang, Guangjin, Lee & Gabriel. (2010). "The moderation effects of perceptions of organizational politics on the relationship between work stress and turnover intention: An empirical study about civilian in skeleton government of China*". I – Business*, 2 (3), 268 – 273.