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**THE INFLUENCE OF PERCEIVED ORGANIZATIONAL
SUPPORT, HUMAN RESOURCE PRACTICES AND
LEADERSHIP STYLES ON TURNOVER INTENTION
AMONG GENERATION-Y EMPLOYEES IN SELANGOR
MANUFACTURING COMPANIES**

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MASTER OF HUMAN RESOURCE MANAGEMENT

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INTENTION AMONG GENERATION-Y EMPLOYEES IN SELANGOR
MANUFACTURING COMPANIES**



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ABSTRACT

Employee turnover is an unavoidable scenario faced by many organizations regardless of its economic sectors. Uncontrollable turnover is very costly for the employer because it encompasses efforts, time and costs of rehiring, training, and low productivity effects. Turnover intention is found as the strongest predictor for actual turnover in previous studies. Due to high turnover ratio among manufacturing workers in Malaysia, it demands great concern and some understandings on turnover intention subject. This research investigated the causes that triggering workers' intention to leave towards their current company. In this regard, this study tries to determine the significance relationships of perceived organizational support, human resource practices and leadership styles on turnover intention among generation Y employees in Selangor manufacturing companies. Data were gathered using questionnaires collected from 200 local employees in various manufacturing companies in Selangor. Hypothesis for direct effect were tested using correlation and regression analyses. Results showed that only leadership styles which are transformational leadership style, transactional leadership style (management by exception passive) and laissez-faire leadership style were significantly associated with employee's turnover intention. Implications of the findings, potential limitations, and directions for future research are discussed.

Keywords: Employees Turnover Intention, Perceived Organizational Support, Human Resource Practices, Leadership Styles, Generation Y Employees.

ABSTRAK

Pusing ganti pekerja adalah senario yang tidak dapat dielakkan dan dihadapi oleh kebanyakan organisasi tanpa mengira sektor ekonominya. Pusing ganti pekerja yang tidak terkawal adalah amat mahal bagi majikan kerana ia merangkumi usaha, masa dan kos menggaji semula, memberi latihan, dan juga kesan produktiviti yang rendah. Niat untuk meninggalkan didapati sebagai peramal paling kuat untuk pusing ganti pekerja sebenar dalam kajian lepas. Oleh kerana nisbah pusing ganti pekerja yang tinggi di kalangan pekerja perkilangan tempatan di Malaysia, ia menuntut perhatian besar dan beberapa pemahaman mengenai perihal niat untuk meninggalkan. Kajian ini menyiasat sebab-sebab yang mencetus niat pekerja untuk meninggalkan syarikat semasa mereka. Dalam hal ini, kajian ini cuba untuk menentukan hubungan yang signifikansi berkenaan sokongan organisasi, amalan pengurusan sumber manusia dan gaya kepimpinan ke atas niat untuk meninggalkan di kalangan pekerja generasi Y yang bekerja di syarikat sektor pembuatan di Selangor. Data kajian ini telah dikumpulkan menggunakan borang soal selidik yang diperolehi daripada 200 orang pekerja tempatan di pelbagai syarikat berkaitan di Selangor. Hipotesis ke atas kesan langsung diuji menggunakan analisis korelasi dan regresi. Dapatan kajian menunjukkan bahawa hanya gaya kepimpinan yang terdiri daripada gaya kepimpinan transformasi, gaya kepimpinan transaksi (tindakan pasif pengurusan-dengan-pengecualian), dan gaya kepimpinan laissez-faire (kebebasan) mempunyai hubungan yang signifikan dengan hasrat pekerja untuk meninggalkan organisasi. Implikasi dapatan kajian, limitasi dan cadangan kajian pada masa hadapan turut dibincangkan.

Kata kunci: Niat untuk meninggalkan pekerjaan di kalangan pekerja, Persepsi terhadap sokongan organisasi, Amalan pengurusan sumber manusia, pelbagai gaya kepimpinan dan pekerja di kalangan generasi Y.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
DV	Dependent Variables
DW	Durbin Watson
FMM	Federation of Malaysian Manufacturers
GDP	Gross Domestic Product
H1	Hypothesis number one
H2	Hypothesis number two
H3	Hypothesis number three
HR	Human Resource
HRM	Human Resource Management
IV	Independent Variables
KMO	Kaiser-Meyer-Olkin
LMX	Leader Member Exchange
MEF	Malaysian Employees Federation
MIDA	Malaysian Development Investment Authority
MSA	Measurement of Sampling Adequacy
N	Symbol for population
POS	Perceived Organizational Support
PwC	PricewaterhouseCoopers
R ²	R Square
SPSS	Statistical Packages for the Social Sciences
USA	United States of America
VIF	Variance Inflation Factor
YEM	Yamaha Electronics Manufacturing
β	Beta

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides a general description of the research which outlines the study based on the research background, problem statement, research objectives, research questions, scope of the study, significance of the study, organization of the thesis and a summary of this chapter. The purpose of this study is to examine the factors including Perceived Organizational Support, Human Resource Practices and Leadership Styles that influence Turnover Intention among Generation Y employees in Selangor manufacturing companies. This study is important for the industry as the company's desire to find talented young people today is challenging and difficult. With the change of the younger employment force from Generation X to Generation Y, companies play an important role in the development and growth of the future generations as well as the success of the organization in the nation. Based on this situation, the employers are able to find ways to reduce turnover intention among Generation Y employees and eventually enable the organization to compete and sustain in the market.

1.2 Research Background

Turnover is a situation when employees are permanently voluntary and involuntary quitting from an organization (Robbins and Judge, 2007). Voluntary turnover involves direct cost and indirect cost. Direct cost deals with recruiting, selecting, replacing, renewal contract of staff and time management while indirect costs involve limitation on retaining staff, morale and cost of studying on products or services (Dess and Shaw, 2001). Therefore, the organization should tackle the turnover problem properly in order to have a significant impact so as to remain competitive. According to Cristina *et. al.* (2013), involuntary turnover is defined as corporate restructuring (i.e., layoffs, firing, downsizing) and dismissals for poor performance. Of the two types of turnover (voluntary and involuntary), involuntary turnover should have less impact on the company than voluntary turnover (Rudy Karsan, 2007). Unfortunately, according to Annie E. (2004) this type of turnover also involves direct costs and indirect costs. Direct costs are the specific measurable expenses related to the process of employees' releasing and the new employees' hiring and recruiting. Direct cost involves; pay any paid holiday and sick pay, unpaid compensation payments, recruitment activities such as job advertising costs and training including formal classroom training or on-the-job training prepared by supervisors. Indirect costs involve lost productivity, service reduction and impact on children and families. Indirect costs might include the value of the emotional level of children and families' due to lack of sustainability and delays. In addition, indirect costs also involve the low morale values and productivity of other employees.

According to PricewaterhouseCoopers (2009), the term Generation Y explains someone born immediately after Generation X. In general, the exact range of birth years that start the millennial generation is accepted as those born in and after 1980. In Malaysia, many researchers are in favor that Generation Y as those born from 1980 onwards and who have entered the workforce after 1 July 2000. Generation Y employees are involved in a voluntary turnover when they start looking for other opportunities even though they have just started working in a new place. This situation indicates that very limited jobs can please the young employees (Marais, M. H., 2013). According to Laurence Shatkin (2012), the 15 best jobs for young people in America today are conquered by the jobs in health-care industry. These are the jobs that can offer better pay, flexible hours and more demand than a bachelor's degree holder. The top on the list is dental assistant. It is said as the best job for young people in the current market. The position needs only moderate-term on-the-job training and requires preparing patients and dental equipment and keeping track of inventory and medical records. Earning 33,470 dollar annually, 17.6% of these workers are younger than 25, and the function is ever more in demand. The job is predicted to grow by 35.7% and offered 16,100 openings each year. Another position is fitness trainers and aerobics instructors. This position wants only physical fitness and can earn at least 31,000 dollars annually.

If organizations need to remain competitive, they need to plan correctly their retention strategies to ensure talented workers among generation Y remain loyal to their organization. This means that the organization should meet the expectations and the demands of the young talented employees (Talent Edge 2020, 2011). Normally,

generation Y employees can be very selective regarding the chances to improve their career (Crow & Stichnote, 2010). This is because generation Y employees are ambitious, strongly motivated by money, status and career advancement. Generation Y employees need their managers to respect them; support them with career progression; trust them and communicate well with them. In other words, generation Y employees want their boss to be more than a coach (Lauren, F. & Carina, S., 2011).

During the last few years, most job positions remained unfilled due to lack of people with the right skills. This situation has increased the management's effort to retain their talented employees. Globally, the most difficult job to fill in 2013 is the skilled trades' workers (Manpower Group, 2013). A skilled trade worker is an occupation that needs skilled labor, such as a carpenter, baker, plumber or electrician. For each skilled trade, there is a procedure for accomplish a certificate of qualification. For example, there are over 200 skilled trades in Canada, organized into four sectors: construction, manufacturing, transportation and service. Some of Canada's skilled trades are necessary trades. This means you must have a Certificate of Qualification before you start working in any company. Having the certificate means you have passed an official exam that tests your knowledge of the trade (Rock Lefebvre et. al., 2012). However, efforts to retain talented employees are not an easy task for any organization. Jon Burgess (2008) had found that organizations are faced with several challenges on the intention to quit among Generation Y employees. First challenge is loyalty. Younger employees are less committed to remain in the same company for the long term. This is because they always can find better opportunities elsewhere. Second challenge is an advancement expectation. Generation Y employees expect promotions

to come much faster than previous generations. This is an attitude that is hard to be accepted, especially by the older workers. Last but not least is the work attitude. Generation Y has a different attitude towards the implementation of work. They are not only emphasizing on how and when the work would be done, they would also want to get the work done as soon as possible. This is because they believe that technology could help them in completing the job and produce good results without having to stay in the office. Due to this fact, employers are required to continuously find the right strategy to integrate these newcomers into the organization so that their strengths could benefit the organization (Uba et. al., 2012).

The study on factors related to turnover intention among generation Y employees is practical and valuable. It means that, the study can help organizations to revise their hiring practices and modify their benefit packages in order to attract talent among Generation Y employees' as well as retain them so as to reduce the cost of turnover in an organization (Catherine, M., 2011).

Researchers believe there are many factors that can influence on turnover intention. First is Perceived Organizational Support. If employers are concerned about loyalty of their employees, the organization should appreciate and recognize them through intangible rewards such as rank and career advancement (Syahrulniza, 2015).

The next potential factor is Human Resource Practices. Minbaeva (2005) stated that Human Resource Practices are a guideline which is used by an organization to facilitate the top management in terms of managing organization competencies.

Schuler and Jackson (1987) defined that Human Resources Practices as a system that attracts, motivates and retains employees to ensure the successful implementation and the sustainability of the organization. Besides, Human Resources Practices is also described as a set of internally regular guidelines and practices constructed and implemented to ensure that business objectives are reached (Delery & Doty, 1996). A study conducted by Minbaeva (2005) opined that Human Resource Practices are a set of practices used by an organization to handle human resources through easing the development of competencies that are solid and specific.

Besides that, Leadership Styles also play a main role on employee retention. As mentioned by Harvey et. al. (2007), turnover problem among employees occur because of their employers and not because of the job. Therefore, it is imperative for leaders to demonstrate a good attitude in order to retain employees and prevent them from moving out from the company without a solid reason. Logically, employees like to remain longer with an organization when they feel their boss is concerned about them. According to Bass and Riggio (2005), transformational leaders encourage others to do more than they originally planned to and often even more than they thought possible. They set more challenging expectations and usually achieve outstanding performances. Transformational leaders also tend to be more committed and satisfy followers. Odumeru & Ifeanyi (2013) stated that transactional leadership also recognized as managerial leadership, focuses on the character of supervision, organization, and group performance. Transactional leadership is a style of leadership in which the leader encourages loyalty of his followers through both rewards and punishments. Next, through the definition above, the concept of leadership is related

to employees' work attitudes especially Generation Y, which clearly influence organizational performance and effectiveness. The decision to remain in a particular organization hugely contributes to a company's stability (Albert and Olivia, 2015). This is also supported by Kozak and Ukah (2008) who stated leadership is an important component for management to enhance good relationship among employees especially on modifying the behavioral outcomes.

This study tends to investigate the turnover intention amongst Gen Y workers in manufacturing companies. A manufacturing company is an organization that produces the final product using the components, parts and raw materials. The final product can be used by another manufacturing company for making another product or can be sold directly to customers. In Malaysia, manufacturing industries are divided between the domestic-oriented and export-oriented industries. Three main sub-sectors on manufacturing were identified which are electrical and electronic, palm oil and refined petroleum products. These three sub-sectors have good potential and are expected to contribute to the national income and boost economic growth (MIDA Productivity Report 2014/2015). Malaysian workforce in the manufacturing sector employs more than 1 million workers in 2015. This shows that the manufacturing sector is one of the most important sectors contributing to growth of Malaysian economy (Department of Statistics Malaysia, 2015).

In 2014, manufacturing sector also contributed 24.7% to GDP and registered GDP growth at 6.2% compared to 3.5% in 2013. This data shows that manufacturing sector remains the second largest sector in the Malaysian economy. Among the

manufacturing sub-sectors, electrical and electronic remained the largest contributor (25.7%), followed by refined petroleum and chemicals and chemicals products with contributions of 12.7% and 10.9% respectively (MIDA Productivity Report 2014/2015). This figure outlines the significant contribution of the manufacturing sector towards the growth of the nation's economy.

1.3 Problem Statement

Turnover of Generation Y employees is an important issue that the management should focus on. Stephen Coco (2011) stated that companies around the world have to face the high cost of employee turnover for Generation Y. An estimate of 70 percent of Gen-Y employees has left their first job in just over two years after joining a company. In Malaysia, Generation-Y employee's turnover is also a problem. This problem is related to the issue of talent crunch, or alternatively called the shortage of talents (Yusoff, W. W., Queiri, A., Dwaikat, N., 2014). According to Wan Fadzilah, et. al. (2012), there may be a lack of statistical support on the rate of generation Y employee's turnover in Malaysia. However, statements from human resource practitioners shows that this situation only applies to the new generation workforce. For instance, Pang Yee Beng, Executive Director of Dell Cyberjaya has mentioned that the managing talents staff of generation Y is important. This is because today's market is in short of talent and there is high competition for recruiting talent among organizations. Besides, Jeannie Khoo, the Kelly Service Marketing director, in 2012, had interviewed by The Star Newspaper to discuss on potential reason of the generation Y employees' turnover. His statement corresponded to Raman et. al. (2011) which is agreed that work mobility is a characteristic of the Generation Y workers in Malaysia. Park and

Gursoy (2012) also pointed out that Generation Y has a higher desire to leave than Generation X-ers and Baby Boomers. This reinforces the fact that maintaining Generation Y workers is not as easy as expected.

A Statistical Handbook by Department of Statistic Malaysia had shown that Malaysia has a population of 31 million people (Mid-Year Population Estimates 2015). The calculation is based on the adjusted Population and Housing Census of Malaysia 2010. From the figure mentioned, the population under 30 years age group accounts for over 40 per cent of Malaysian population (Phoon, 2013). The millennials or Generation Y encompass 62% of the total workforce in Malaysia (PricewaterhouseCoopers, 2009). It means that, out of 13.9 million people employed nationwide, more than 8 million are of generation Y. This figure shows the significance of Generation Y in determining the sustainability of a company in order to be successful in the future.

As shown by Department of Statistic Malaysia, turnover rate among employees in manufacturing industry is considered high when the total number of employees engaged in a particular organization decreased from 1,998,075 persons in 2012 to 1,027,044 persons in December 2015 although the Gross Domestic Product (GDP) keeps on growing at the moment. GDP Malaysia in 2015 is 1,106,580 million ringgit which increased from 971,252 million ringgits in 2012 (Department of Statistic Malaysia, 2015).

According to Tower Watson Malaysia, turnover rate among young workers in Malaysia has increased from 12.3% in 2012 to 13.2% in 2013. The rates are recorded across various industries in Malaysia. Furthermore, the study also showed that the Manufacturing sector scored among the highest which are 24%. This statement also supported by Syahrulniza (2015) which adapts reports from the Malaysian Employees Federation (MEF). The report mentioned that the highest turnover rate in manufacturing encompassed the basic and fabricated metallic products (23.88%), electrical & electronics (23.04%) and plastic/rubber (19.92%).

However, there are limited researches focusing on Generation Ys in manufacturing industries. This study explores new approaches which are more specific to the characteristics of Generation Ys. Therefore, in order to fill in the gaps, this study aims to explore factors related to turnover intention of Generation Ys in manufacturing industries in Selangor.

Due to this focus, Griffeth et. al. (2000) specified that high workload and lack of organizational supports has contributes to turnover intention among employees. According to organizational support theory, employees will remain loyal to an organization if they get full support from the management in terms of career development and that organizations can reduce absenteeism problem and at the same time enhance employee performance (T. Hussain, S. Asif., 2012). Employees today are critically concerned about workload issues that contribute to high turnover

intention. Workload refers to the responsibilities entrusted to the employees. Brannon *et. al.* (2007) mentioned that previous researchers supported that there is positive and a significant relationship between workload and turnover. Workload is divided into physical and mental workload (Kawada *et. al.*, 2010). Physical workload is implemented by the technical requirements for processing the work, both in and outside the workplace (Vitorio *et. al.*, 2012). However, mental workload is the sum of the subject's processing capacity which is needed to perform task according to the time given (Subramanyam *et. al.*, 2013). Management should, therefore, take the immediate actions to reduce workload. It is also important for organizational support to be set out properly in terms of job description and job specification (Merve K., 2014). According to Kimberly G. (2013) quoted from Millennial Branding, 71 percent of companies in US reported that they lost millennial employees when they increase the workload and pressure on their employees. It means that, millennial's employees will choose not to leave the organization if employers are fulfilling their needs such as flexible working hours, career advancement, an acceptable workload and life balance. A survey done by PricewaterhouseCoopers (PwC) on new workforce reality in 2016 have mentioned that 71% of PwC Millennial's employees say that their work demands interfere with their personal lives and 64% of Millennial's would like to work from home if employers were able to make their current job more flexible. It means that employers who are not able to follow that kind of trends, may increase turnover intention among Generation Y in their workplace.

According to Syahrulniza (2015), Human Resource (HR) practices may affect turnover intention among employees. HR practices, including recruitment, hiring, benefits, training and development, supervision and evaluation, are components that can directly influence the level of intention to quit amongst generation Y (Micheal, J. M., 2011). Mueller et. al. (1994) mentioned that when employees are satisfied with their work, they will continue to be committed and loyal to the organization. This situation will strengthen cooperation between employers and employees and reduce turnover intentions without a solid cause.

Besides, leadership styles are also related to the study regarding turnover intention among Generation Y (Long C. S. et. al., 2012). Leadership style consists of two types, which are transformational leadership and transactional leadership. Transformational leadership is defined as a leader who can provide stimulation and inspiration and change his or her subordinates to strive harder in order to achieve outstanding results. Transactional leadership focuses on the leader-follower exchange where subordinates are expected to carry out their duties according to the instruction given. The followers also expect to be paid in line with the positive results obtained by them (Long C. S. et. al., 2012). On the leadership style perspective, some previous studies have been conducted in the educational profession. For example, study done by Silins and Mulford (2002) mentioned that levels of job satisfaction of teachers and learning in school systems can be seen from the type of leadership styled implemented. In this case, transformational leadership has a significant impact on teacher's job satisfaction. Last but not least, it is hoped that through the findings from this study,

more understanding about turnover problem can be exposed so that appropriate measures can be taken by the management and authorities on this issue. Good human resource practices also can reduce turnover and create more stability and long tenured workforce.

1.4 Research Questions

This research is developed to examine the factors that might probably contribute to generation Y turnover intention in Selangor manufacturing companies. Based on the issues discussed above, several research questions are identified:

1. Does perceived organizational support contribute to turnover intention of Generation Y?
2. Do Human Resource Practices such as training, compensation and benefit, career development and performance appraisal contribute to turnover intention of Generation Y?
3. Does leadership style such as transformational, transactional and laissez-faire contribute to turnover intention of Generation Y?

1.5 Research Objectives

The research objectives are formulated as below:

1. To investigate the relationship between perceived organizational support and turnover intention of Generation Y;
2. To examine the relationship between Human Resource Practices such as training and development, compensation and benefit, career development and performance appraisal and turnover intention of Generation Y; and
3. To determine the relationship between leadership style like transformational, transactional and laissez-faire and turnover intention of Generation Y.

1.6 Scope of the study

This study intends to examine factors that might probably contribute to turnover intention among the Generation Y employees at a higher level especially involving executives in organizations. This is because a study by James Guthrie and Jay Lee (2014) shows that although turnover in the highest levels of management can sometimes produce positive results for firms, too much turnover spoils the performance of the company. The study also focuses on the Generation Y respondent or employees at lower level (non-executives). This is because their views also important to this study and can help organization to formulate better policies in the future.

There are three independent variables to be tested in this study which are; Perceived Organizational Support, Human Resource Practices and Leadership Style. Aspects of human resource practices will be measured through training and development, compensation and benefit, career development and performance appraisal, while leadership style will be measured by transformational leadership, transactional leadership and laissez-faire leadership.

This study will involve distribution of the survey forms to at least 384 young employees in Selangor who are working in manufacturing sector. This number of respondents is chosen because the population of employees in Selangor who are working in the manufacturing sector has now exceeded 1,024,823 people (Department of Statistics Malaysia, 2016) of which generation Y made up 34%. These are employees who are in their twenties (or below) and have just started their career paths (Lai Cheng Tung, 2014). This figure is considered relevant and related to the sampling of size theory by Krejcie & Morgan (1970). Researcher will get feedback as much as he can and the survey distribution will be conducted at Selangor where the list of companies will be obtained from the Federation of Malaysian Manufacturers Directory (FMM) in Selangor Branch. FMM Selangor Branch was established in September 1987. The purpose of the organization is to provide more direct services to members in Selangor in terms of HR-related issues including immigration, infrastructure, customs and logistics, certificate of origin, industrial safety, health and environment matters and any other issues and concerns related to manufacturing. Currently, FMM Selangor Branch consists of about 1150 members (Federation of Malaysian Manufacturers, 2016).

1.7 Significance of the study

The study on turnover intentions among Generation Y employees in Malaysia is still limited (Ramesh, K et. *al.*, 2013). Therefore, it is our hope that the findings from this study will benefit and assist the management to reduce turnover rate in the organization. In addition, this study could also be used as reference for employers to formulate good policies, procedures and strategic plans that could inspire and motivate employees.

The role of all factors identified should consider as high priority by the organizations in order to reduce intention to turnover amongst Generation Y employees in manufacturing industries. Importantly in leadership styles, it would be beneficial for managers to understand the differences on characteristics of each of the generations, their background, the economic influences of their time and their work style. In addition, HR Practices in the companies should learn more about Generation Y to get better understanding of their needs and preferred working style. This understanding could minimize the inconsistency experienced in the workplace. Besides, it is also important for organizations to understand the different workplace motivations especially for Generation Y in terms of perceived organizational support. With this understanding, management can direct and lead change within the organization to move towards creating a culture that will attract and retain the best Generation Y workers (Catherine, 2011).

1.8 Organization of the thesis

The format and the style adopted by this research are in compliance with the university guidelines. This study consists of five chapters.

Chapter 1: Research overview

Chapter one is an introduction where the research background will be explained in detail and problem statement will be discussed. Besides, research questions will be described, research objectives will be clarified as well as significance and contribution of this research.

Chapter 2: Literature Review

Chapter two presents the general review of the literature as well as past empirical findings on factors that might contribute to this research topic. The literature will include the definition of terms used in this research and the review of relevant theoretical model. Furthermore, conceptual framework will be developed based on suitable statistical analysis to examine whether theory formulated is valid.

Chapter 3: Methodology

This chapter describes the overview of the research methodology that will be applied in this research. These include research design, data collection methods and sampling

design. Besides, the development of questionnaire and pilot test will also be present in this chapter. Last but not least, this chapter will end with a brief discussion on the strategies and procedures that will be used to analyze data collected from the survey.

Chapter 4: Data Analysis

This chapter elaborates on the results and findings from the data analysis. The analysis of the results will be presented through descriptive statistical analysis, bivariate correlation analysis and regression analysis. Statistical Package for Social Science (SPSS) is widely used to present the chart and tables. The interpretation is further elaborated in-depth of the result.

Chapter 5: Discussion, Conclusion and Implications

Finally, constructive discussions and conclusion will be described in this chapter. The chapter also concludes with an explanation on the limitations of the study, their implications for the stakeholders as well as some recommendations for future research. An overall summary of the entire research will also be made.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter will describe terms related to the topic discussed in the previous chapter. It also presents a review of the literature and past findings related to the problem of the study. This chapter begins with an explanation on the independent variables which includes the Perceived Organizational Support, Human Resource Practices and Leadership Styles which highly influence Turnover Intention among Generation-Y employees in Selangor Manufacturing Companies. The literature quoted from diverse publications of journals, books and articles act as reference in finding the relationship between independent and dependent variables of this study.

2.2 Generation Y

Many researches had discussed on the differences and arguments on the age range of Generation Y. Lim, Y. S. et. al. (2015) accepted that Generation Y was defined as those who were born between 1978 and 1994. However, Abdelbaset et. al. (2015) mentioned that Generation Y was specified as those who were born between the years of 1980 and 2000. According to Shakira Kavanagh (2016), Generation Y was clarified as those aged 18-34 in 2016, now encompassed 44% of the population in Malaysia. Based on the statistics, Generation Y contributes the largest percentage of Malaysia's population.

Generation Y is believed to have a different personality compared to the workforce from the previous generations. Generation Y was inclined to condemning others for the shortcomings in their performance which can create intention to leave (Twenge & Campbell, 2008). Generation Y also believe that the technology could help them in completing the job. For that reason, this generation believe that by not staying in the office, they still could produce good quality results.

Other than that, Generation Y has a higher education level than the previous generations (Blain 2008; Erickson 2008; NAS 2006). This fact could help them to become better and skilled employees in the future. In Malaysia, the statistical data on numbers of student in higher education institution showed an increase every year since 2011. The latest data showed that the number of students in 2013 were 713,438. It increased by 70,000 students from 2011 (Ministry of Education, Malaysia, 2015). Additionally, if generation Y has a higher education level, it will help them in terms of career advancement. Thus, they view failure as a motivator and not an obstacle for them. They also view failure as an opportunity to enhance work performance (Blain, 2008).

According to Yusoff (2013), turnover intention among generation Y is not a new problem and this problem has become a major concern for HR Managers within the Asian Pacific region; Malaysia is among them and also highlighting this issue in its main newspapers (New Straits Times, The Star and among others). The problem on turnover intention is become serious because of the issue on shortage of talents (Downe et. al., 2012). Many job positions remained vacant due to the absence of

qualified candidates. For that reason, management has to increase efforts to retain their talented employees (Abdelbaset et. al., 2015).

2.3 Employee's Turnover Intention

Murray (2014) defined employee as a person who working in the organization under contractual or permanent terms and the employer in the organization entitled to know the personal details of their employees. Weibo, Kaur, and Zhi (2010) also defined employee as a walking machine who think, plan, coordinate, control and execute ideas in different stages or levels in an organization to achieve the goal and bring the business into a successful path.

According to Wali Rahman and Zekeriya Nas (2013), turnover is an employee's permanent movement outside the boundary of the organization. The term turnover intention focuses on three specific components which are; opinions of leaving the career, the intention to search for a distinct job, and the intention to quit. There are various factors that affect an employee's intention to quit. The factors include an employee's behavior and capability, evaluator, colleagues, management, managerial structure, pay compensation, job satisfaction, union, growth and development and organizational politics. A survey from the Society for Human Resource Management and Aon Consulting (2014) shows that the top three reasons for an employee to leave an organization voluntarily are; lack of opportunities for training and career advancement, unattractive benefits package and bad management.

Besides, turnover intention can be elaborated as the employee's attitude to leave from their current occupation. The intention to quit is a behavior made by employees on whether they need to stay or leave the organization. The decision to quit from an organization also depends on their current job situation (Ahmad et. al., 2013). Turnover is influenced by the dissatisfaction of the employees with some factors of work environment such as job, colleague or company (Barbara et. al., 2005).

Turnover intention is caused by internal factor and external factor. For example, people will not leave the job unless they have got offer from another company in due course. This situation is categorized under external factor. It is influenced by an external environment. Employees generally will be more inclined to quit their present jobs if they consider or accept other alternative employment. For the future, employer and organization should address this problem properly to reduce turnover among employees (Barbara et. al. 2005).

High turnover intentions are also affected by employee's performance. They often provide poor service to the customers, which may honestly underestimate customer retention. This is not shocking because the problem has been constantly linked to negative employee's behavior (Michal, 2013).

Another literature identified diverse motives behind employee's turnover intentions. The major reasons of employee's turnover intentions are lack of

organizational support, commitment, job security and trust. Some researchers noted that level of commitment to the workplace may affect the intention to leave. However, most of the research are conducted separately and based on western culture. A study across cultures in different countries is needed to evaluate the generalization of research findings (Yui-tim Wong, 2015).

For example, the previous studies on intention to turnover is done by Komathy, S. (2013). The topic is about investigating the influence of human resources practices on turnover intention among hotel employees. This research title is constructed to determine the influences of independent variables which are internal career opportunity, training, result oriented appraisals, employment security, participation and job description on dependent variable which is turnover intention. The objective of this study is; to know the influence of the selected human resource practices on turnover intention. The summary on this study shows that the strongest contribution on turnover intention is result oriented appraisals. The result revealed that result oriented appraisal is the main factor among the employee because it is an indicator to fix their salary package and also provides them a lot of benefits (Delery & Doty 1996). The second greatest contribution falls on training and followed by participation. On job training attract more employees to stay longer in the organization because they would learn more and it will contribute a brightest career path (Lutchman, 2008). On the other hand, internal career opportunity, employment security and job description is the lowest contribution in this study. These variables are not taken into consideration

because all the organization has an almost same structure and it's not gives any extra benefits to the employee (Noe, 2002).

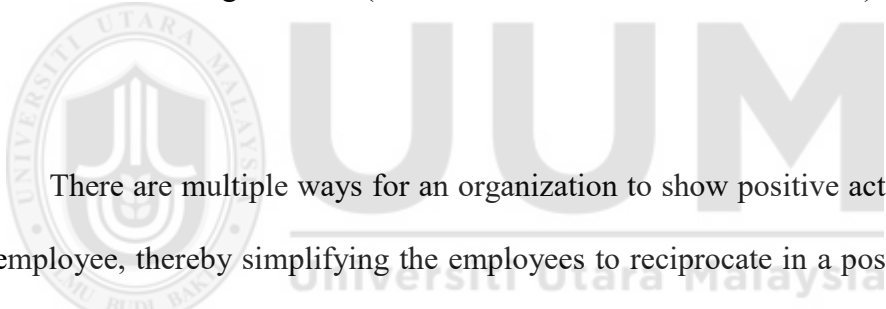
2.4 Perceived Organizational Support

The concept of organizational support is a situation which shows the extent to which an organization values their employees' contributions and cares about their well-being (Eisenberger et. al., 1986). If employers are concerned with their employee's commitment to the organization, employees will also focus on the organization's commitment to them. The organization may appreciate their employees' contribution through intangible resources such as recognition, job advancement, rewards, rank or order forms of compensations and benefits (Eisenberger et. al., 1986; Rhoades & Eisenberger, 2002; Worley et. al., 2009).

According to Perryer et. al. (2010), employees are more committed and loyal to the organization if they notice that the organization acted positively towards them and disloyal to the organization if they do not feel the positive act of the organization. Besides, Cho, Johanson, and Guchait (2009) also mentioned that the increase of organizational support will increases the employees' intention to stay and decrease employees' turnover intention.

The concept of social exchange and the norm of reciprocity are always used by researcher. This is because that concept explains the motivation for employees to show

positive behaviors towards their organization, such as loyalty (Rhoades and Eisenberger, 2002; Settoon et. al., 1996). According to social exchange theory from Blau (1964) people seek to respond positively to those who bring benefit to them (Bateman and Organ, 1983). Therefore, implementing this to the workplace, when the organization react in a positive way towards their employees, they need to reciprocate, and generally do so in positive ways that are beneficial to the organization (Eder, 2008), thus building an exchange relationship (Settoon et. al., 1996). For employees, if they feel the organization has served positively towards them, they are likely to be dedicated and remain with the organization (Van Knippenberg, 2006). However, if the organization has not acted positively towards an employee, the employee is less likely to remain with the organization (Chiu et. al., 2005; Maertz et. al., 2007).



There are multiple ways for an organization to show positive actions towards an employee, thereby simplifying the employees to reciprocate in a positive manner (Eisenberger et. al., 2001). For example, managers should take time to listen and learn about their employees' interests. This helps build relationships between employees and managers and can have an important impact on employee motivation and engagement. In addition, organization should also provide employees with appropriate job training to help them become excellent in their career. Ensuring employees complete tasks accurately, helps them achieve goals and provides motivation which leads to higher levels of engagement. Employees are more engaged when they understand their roles and responsibilities within their positions. And, an understanding of job responsibilities results in higher levels of performance and commitment to an

organization (TNS Employee Insights, 2014). Therefore, the relationship between organizational support and turnover intention give more options for employers to implement positive methods to retain valued employees. According several researches in this area, there are strong relationships between organizational commitments or support and turnover. Higher levels of commitment results in lower levels of intention to leave and vice versa (Allen and Meyer, 1990; Falkenburg and Schyns, 2007; Bentein et. al., 2005; Good et. al., 1996; Harris and Cameron, 2005; Huselid, 1995; Rhoades and Eisenberger, 2002).

In addition, employees will be inclined to find a balance in their exchange relationships with their organizations by having their attitudes and behaviors based on their employer's commitment to them as individuals. Related empirical research has shown that high levels of organizational support can produce positive work outcomes including increased affective commitment (Eisenberger et. al., 1990; Rhoades et. al., 2001), reduced absenteeism and turnover intentions (Eisenberger et. al., 1986; Eisenberger et. al., 1990; Wayne et. al., 1997).

2.5 Human Resources Practices

There are several studies done on human resource practices as independent variables. Dessler (1991) mentioned that there are no differences between personnel management and Human Resource Practices. This is because he believed that HR Practices was just a current model of personnel management due to the improving of technological element and shifting of societal values. According to Anthony, Kacmar and Perrewe

(2002), HR practices is a set of planner's strategies and policies applied by an organization to confirm that organizational human resource can successfully contribute in attaining the mission or vision of the organizations. In another writing, HR practices are defined as a set of guidelines which is used by organization to control their human resource through facilitating the development of competencies by producing complex social relation and creating organization knowledge to strengthen their competitive level (Minbaeva, 2005). Meanwhile, Tan and Nasurdin (2011) found that HR practices related to specific practices, formal policies and philosophies are used to attract, develop, motivate and retain employees who ensure the potential functioning and sustaining of the organization.

Besides, Mathias and Jackson (2004) stated that HR practices have been identified as ways to help organization propose attractive resources so as to engage and retain their best and skilled employees. On the other hand, performance appraisal is used to determine an employee's strengths and weaknesses. The role of training and development is to help organization to educate their employees to manage higher level tasks and career development prepares the employee with opportunity to move forward in the organization. That whole element of HR is essential to ensure the organization has a group of talented people whose productivity and effectiveness can be enhanced. In this study, only four elements of the human resource practices which are training and development, compensation and benefits, career development and performance appraisal, will be tested against turnover intention among Generation Y in Selangor manufacturing companies.

2.5.1 Training and Development

Training is interpreted as organized process which assists to gain the job experience, and adjust the attitudes, skill and knowledge of employees to achieve outstanding performances while implementing their daily task or activities (Bennis, W. & Goldsmith, J. 1997). According to Mandy and Noe (2005) training and development is one of the process which is conducted by the organization to prepare employees obtain the skills and gain the experience that is needed to fulfill the organization requirement. Training and development also helps employees to continue perform well in organization. It also helps employees to acquire a new skills, knowledge and capabilities (Huselid, 1995).

2.5.2 Compensation and benefits

Martochio (2013) stated that compensation as the intrinsic and extrinsic rewards that employee receive after performing jobs or tasks given. Normally, every employee wants a compensation system they received which is equitable and equivalent to their skills, experiences and expertise (Long, Perumal & Ajgbe, 2005). Besides, Johari et. al. (2012) viewed that good compensation system can help the organization to retain and motivate employees to continue contributing towards organizations. Employees are willing to be loyal to the organization when their welfare, in terms of wages, is better compared to that offered by alternative organizations elsewhere (Shaw et. al., 1998). Cho et. al. (2006) explored the impact of human resource practices on the organizational performance. They found that any organizations which can offer employees with better incentive benefits can avoid problem of high turnover rate.

These results show that compensation system acts as a vital role in promoting organizations' strategic goals and retaining the valuable workforce.

2.5.3 Career Development

Gomez-Mejia, Balkin and Cardy (2012) defined career development as a formalized effort to reward employees who are important resources for the organization. It is more of a continuing initiative that will produce good workers. Career development can also guide employers to retain good employees. It is also a dynamic process that tries to meet the prerequisite of managers, employees and organizations (Johari et. al., 2012).

According to Zheng and Kleiner (2001), career development provides a future orientation to human resource development activities. As employee's growth and change, the types of job responsibilities that they want to do may change as well. If the managers can help their employees in making decisions about future work, they can also prepare employees to be efficient when they are offered new positions. When employers understand how their employees make decisions about future work, they can also make better plans for their human resource requirements.

Career development includes an arranged, organized and prepared effort to attain fairness between an individual's profession needs and the organization's manpower requirements (Leibowitz, Farren & Kaye, 1986; Lips-Wiersma & Hall, 2007). Career development programme is an important part of the Human Resource

Practices and will motivate employees for career advancement as well as required performance in the organization (Nadler & Nadler, 1989).

Traditional views support that career planning has inherently paternalistic nature where organization prefer to take a primitive and dominant role in establishing employees (Nadler & Nadler, 1989; Gutteridge, Leibowitz & Shore, 1999). Modern opinions stated that career planning is more advanced whereby employees itself play a major role in managing their own career (Arthur, Inkson, & Pringle, 1999; Baruch, 2003). Based on understanding among various researchers, they agreed the term career as a development process of an individual based on different working experiences in one or more organizations (Baruch and Rosenstein, 1992; Defillippi & Arthur, 1994; Waterman, Waterman, & Collard, 1994; Hall & Mirvis, 1996). In addition, careers then become more diverse, open and less controlled by employers. It means that employees should control their own career development journey, adapt to any changes, learn to develop and decide their own target (Lips-Wiersma & Hall, 2007).

The decision for employees to retain or leave may depend on whether the work is challenging, and whether they acquire support at work and in personal development. This shows employers should prepare resources, tools and the convenient environment to ensure continued self-development. These researchers recommended that career development process represents a form of collaboration and mutual commitment in exchange for joint ownership and shared responsibility of employees' career (Guest, Conway, & Davey, 2002; Lips-Wiersma & Hall, 2007). Career development process must develop continuously and be related to an organization's Human Resource

policies and structure. The collaboration and mutual exchange of commitment illustrates career development process as a long-term task, hence establishing the competencies of employees, and at the same time, figuring out a durable employment relationship” (Leibowitz et. *al.*, 1986; Lips-Wiersma & Hall, 2007).

2.5.4 Performance Appraisal

Performance appraisal is the process of assessing employees level of performance after they have completed performing the jobs given based on a set of standards (Mathis & Jackson, 2003). According to Dargham (2010), performance appraisal is defined as the process of identifying, evaluating and developing employee’s performance in the organization. The focal point is to achieve the organizational goals and objectives effectively. In addition, performance appraisal ensures that employees getting their benefits in terms of recognition career guidance for the future.

There are various authors, leaders and managers who have defined Performance Appraisal according to their knowledge in the following ways. According to Erdogan (2002) performance appraisal is the formal process of observing and evaluating an employee’s performance. Denisi and Pritchard (2006) stated that performance appraisal is a discrete, formal, organizationally sanctioned event, usually occurring not more than once or twice a year. Besides, Lansbury (1988) also defined Performance Appraisal as the process of identifying, evaluating, and developing the work performance of employees in the organization. According to Arbaiy & Suradi (2007), performance appraisal is a structured formal interaction between a subordinate

and his/her superior. Nzuve (2007) defines performance appraisal as a means of evaluating employees work performance over a given period of time.

According to Gomez-Mejia, Balkin and Cardy (2012) performance appraisal is the process of evaluation, measurement and management of human performance in organizations. The role of performance appraisal in organizations will act as the basis for decision making regarding employees work circumstances, including rewards, termination and promotions. It is also a process of evaluating on how well employees perform their jobs, and motivating employees during their time in service. Through performance appraisal processes, employees are informed of their performance level, so as to make them aware of their weaknesses (Johari et. *al.*, 2012). Although there are several definitions of Performance Appraisal they, more or less have a similar meaning. It means that, performance appraisal is defined as a tool used to achieve the following objectives within an organization.

Performance appraisal can also be used to select which employees should be retained and paid generously for their performance. This is important to encourage high average performers to remain loyal to the company (Berry, 2004). This process plays an important role in influencing the perception of employees about their personal character and about their commitment towards organizational target or mission (Bernardin & Russel, 1998).

Erdogan (2002) emphasized that a good performance appraisal process can be seen when employees are fairly evaluated based on their current performance and

following the standard operating procedure that had been set by the company. Therefore, employees' work behavior such as turnover intention can be reflected in their perception of performance appraisal. A study done by Dailey and Kirk (1992) has proven that effective performance appraisal and planning systems affect employees' perceptions of equality and this influence their choice to remain loyal to the organization. Besides, employees who feel that they are valued fairly by the employer will remain with the current job as compared to those workers who feel that they are not. Based on these findings, theoretically, performance appraisal has created a positive impact on employee performance as well as retention on the organization.

2.6 Leadership Styles

Leadership issues are one of the main topics that have continually been discussed. It has successfully attracted the attention of many historians, philosophers, researchers or scholars who desire to know the true meaning of leadership. Leadership is essential factors in strengthening an organizational achievement. Leaders in any organization are expected to complete the jobs with limited resources to the higher level in order to sustain the level of competitiveness and profitability position of the organization (Riaz and Haider, 2010). Okumbe (1998) stated that leadership was also a process of motivating and helping others to do things in their own propensity and not because it must be done or because of fear of the consequences of non-compliance. In addition, leadership is the process of encouraging and helping others to work in passionate spirit towards organization goals. According to Kotter (1999) leadership is about determining a direction to achieve future vision together with the right strategies.

Another definition mentioned that leadership is an influenced relationship among leaders and followers implemented in such a way to achieve the goals by any methods used. Leadership, therefore, is an important component for the success of an organization, regardless of its nature of work, profit or non-profit oriented, private or government linked companies (Benis and Nanus, 2004) and (Hamidifar, 2010).

In many studies, several researchers agreed that leaders are responsible for employees' turnover intention. As argued by Harvey et. al. (2007) the main reasons why employees leave the organization is because of their bosses and not because of the job. Therefore, the responsibility for retaining talent should be observed by the leaders or managers. This is because leaders have the expertise to ensure and encourage employees to stay. Logically, employees are not involved in turnover when they strongly feel that their immediate managers show interest and concern for them. Besides, the quality of relationship between employees with his or her immediate managers will indirectly encourage employees to be loyal to the organization and reduce employee's turnover intention (Lumley et. al., 2011).

2.6.1 Transformational Leadership

Transformational leadership was first started by Downton (1973) as well as cited by Northouse (2010). Transformational leadership is the most popular methods in leadership style and has been focused by various researchers since early 1980s (Northouse, 2010). According to Bryman (1992) transformational leadership is part of

the 'New Leadership' approaches which provides more focus on charismatic and effective elements of leadership.

Transformational leadership is defined as a leader who is able to boost, influence and change their employees to strive harder in order to achieve outstanding performances (Martin & Epitropaki, 2001). Sarros and Santora (2001) agreed that transformational leadership is the type of leadership that enhances employee understanding about their job outcomes. This type of leadership shows the good example in order to ensure that the need and welfare of employees are met. In addition, their personality will give better inspiration for organizational benefits as well as give strength to the followers. Due to this reason, they are more preferred and showing positive attitude as well as become a good example in organization.

According to Jones and George (2004), transformational leadership is one of the types of leadership that make subordinates or followers aware of the importance of their jobs and performance to the well-being of the organization. It's good and important to ensure employees understand their own needs for personal career advancement and able to motivate subordinates to work harder for the organizational benefits. Besides, transformational leadership is the type of leadership that inspire followers to have confidence in their own potential and the leader personally for the better future to the organization (Draft, 2010). In other words, transformational leadership are leaders who are qualified to change attitudes and trust of subordinates and motivate them to achieve their needs for the benefit of the organization (Burn, 1978).

According to Ronald E. Riggio (2006), transformational leader consists of four behavioural components and these include:

- i) **Idealized Influence** - *The leader act as a role model for followers. Moreover, the leader is honoured because she or he 'walks the talk'. In other words, the leader wouldn't ask followers to do something that he or she wouldn't do, and the leader never says one thing and does another.*
- ii) **Inspirational Motivation** – *Transformational leaders have an expertise in motivating their followers. Combined with Idealized Influence, it becomes a source of the transformational leader's charisma.*
- iii) **Individualized Consideration** – *Transformational leaders shows concern for the needs and feelings of their followers. This is the best way in developing the follower's leadership potential.*
- iv) **Intellectual Stimulation** – *The leader challenges followers to be innovative and creative. Transformational leaders are also always need their followers to reach a better level in the future.*

Sun (2004) agreed that transformational leadership styles can provide individual support and encouragement. It also can be a role models and change the values and beliefs of the followers and at the same time enhance the level of their commitment. In another writing, Mullin (2005) argued that transformational leadership produces motivation, expressed commitment and creates a vision that can improve organizational performance. It also can improve their ideas and values as well as prepare a sense of justice, loyalty and trust. This leadership style will ensure followers

to remain in organization because they are eligible and able to fulfil employee's needs in organization (Nguni et. *al.*, 2006).

2.6.2 Transactional Leadership

Transactional leadership focuses on leader-follower exchanges in which subordinates are expected to perform their task follow through the instruction given. The followers expected to be rewarded positively in line with the results generated by them. This also includes negative based rewards such as penalties to the followers who failed to perform as instructed. Rewards consist of the positive comments and recognition upon successful compliance with the instructions from the leaders and the achievement of their objectives (Choi et. *al.*, 2012). Similarly, Syahrulniza (2015) commented that transactional leaders are the kinds of leaders who understand organizational objectives to be met and prepare special reward to their employees who are able to achieve the goals and rectify when they make mistakes. This kind of leaders consistently instruct their subordinates with clear orders, closely monitor and correct followers' fault in ensuring the short-term objectives are accomplished.

According to Soureh Arzi et. *al.* (2014), there are different kinds of behavior in transactional leadership that has been identified by previous researchers and these include:

- (a) Contingent Reward: Automatically the followers get rewards for those accomplished tasks that are beyond expectations. Furthermore, this kind of

leader will delegate the kind of work that employees manage to do and the kind of rewards that will be offered once the job can be done above the target. Also, this kind of leader focuses on managing role and task requirements and provides the followers with psychological rewards depending on the fulfillment of contractual obligations.

- (b) Management by Exception (Active): The followers accordingly will be monitored and if necessary, will be corrected for improvement purpose. According to Syahrulniza (2015) abstracted from Hater and Bass (1988), this kind of leader closely monitors the employees' performance to identify any mistake before it turns to be a problem and the leader takes the necessary step when required. This kind of leadership implements corrective methods to ensure that the work is perfected and meets the standards required. In other words, the leader only gets involved when a problem arises.
- (c) Management by Exception (Passive): The followers will get punishment as response to the unacceptable performance. The leader only intervenes after a mistake is made and standards are not met. Besides, the leader will actively monitor the job of their employees to ensure they comply with the standards set (Howell and Avolio, 1993).

Transactional leadership provides followers a better understanding about rules and standards being met to keep the status quo safe. It monitors and corrects followers' mistake to ensure short-term success (Syahrulniza, 2015). In short, transactional leader

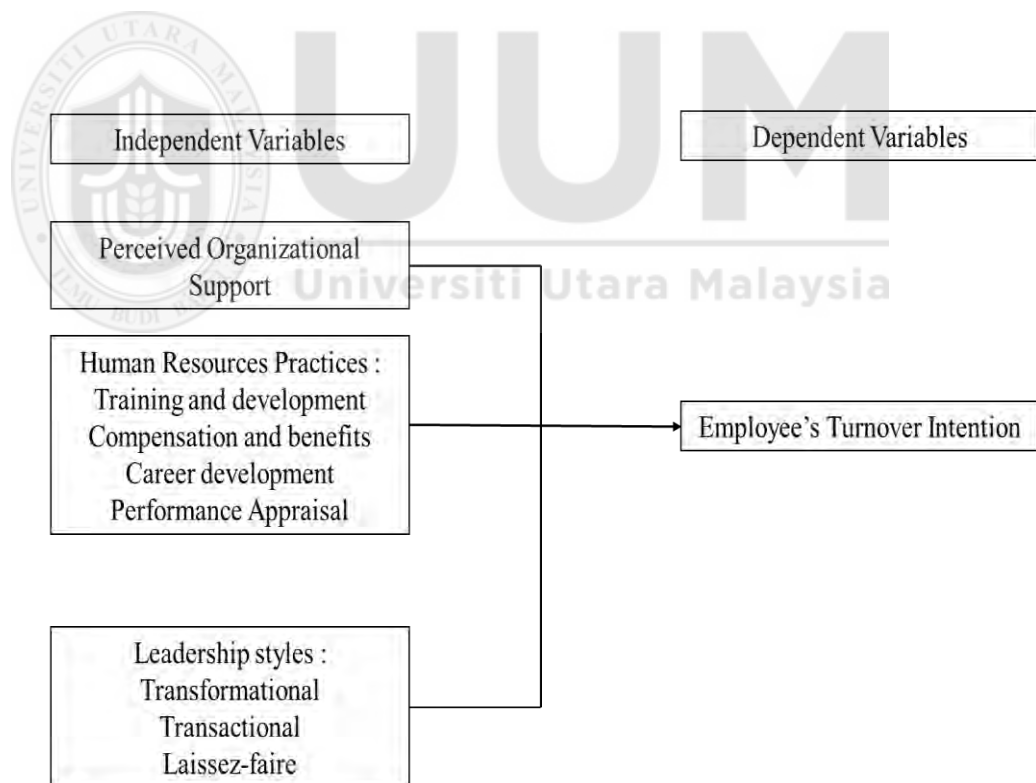
may be acknowledged as the kind of leader who motivates his or her followers to complete the job in prevention focused-manner and with that, perhaps they can use the prefix prevention methods that can be self-regulated to meet the organizational goals.

2.6.3 Laissez-Faire Leadership

This kind of leadership is different from transformational and transactional leaderships. Laissez-faire leadership is a passive kind of leadership style. This type of leader allows his or her followers or employees freedom to make decisions or to accomplish a job given in whichever way they think appropriate (Robbins, 2010). It is also defined as a non-transactional kind of leadership style in which immediate decisions are not made without delay. Hamidifar (2010) opined that leaders who are practicing this style of leadership are normally being characterized as not caring and taking no consideration and concern on the issues that arise in the organization. Laissez-faire is referred to 'hands-off, let things-ride' approach in its original French phrase. Leaders of Laissez-Faire are said to let go of responsibility, give no feedback, delay in decision making and not interested to help followers in satisfying their needs (Northouse, 2010).

2.7 Research Framework

The research framework shown in Figure 2.1 is developed based on the discussion of literature on employee turnover intention. The research framework for this study shows the relationship between organizational support, human resource practices such as training and development, compensation and benefits, career development and performance appraisal; leadership style such as transformational leader, transactional leader and laissez-faire and employee turnover intention. In this study, organizational support, human resource practices and leadership style are the independent variables, while employee turnover intention is the dependent variable.



Figures 2.1 : Research Framework

2.8 Development of Hypothesis

2.8.1 Relationship between Perceived Organizational Support and Employee Turnover Intention

According to research conducted by Choong et. *al.* (2013), employees with high support from the organization, will be more motivated and productive in carrying out further duties remaining in the organization. This is different from workers who received low organizational support from the company. They will behave vice versa which are less motivated and unproductive in carrying out their duties and then will leave the organization. Besides, Lacity (2008) had also mentioned in a study that organizational support has significant impact on turnover intention. Furthermore, a study done by Chen and Ching (2000) had stated that organizational support has a negative relationship with employees' turnover intention.

Esienberger et. *al.* (1986) also have pointed out that organizational support has a negative relationship with turnover intention. Their statement is based on organizational support theory, if employees perceived more support from the organization, employees are more likely to enhance positive behaviors towards the organization. They also found that strong support from the organization can help to reduce turnover and increased organization citizenship behavior and employee performance. In another writing, Tumwesigye (2010) said that since employees regularly reciprocate to their organizations, it is reasonable to expect that organizational support will get a lower wish to leave the organization.

Eisenberger et. al. (1990) also accepted that individuals who receive organizational support will have less intention to find other employers and will stay with their current organization. While, Allen, Shore and Griffeth (2003) also identified that organizational support was negatively correlated with turnover intention. They summarized those employees who feel that their organization does not value their contribution or care about their well-being, would be expected to show negative attitudes such as intention to leave the organization.

Moreover, Lavelle, McMahan and Harris (2009) agreed that organizational support is positively related to organizational citizenship behavior which means employee who feels that an organization does not appreciate their contribution will be more likely to leave the organization. Employees who feel that an organization continuously support them by caring for their well-being will seek to refuse from leaving the organization.

According to Talat, I. et. al. (2013), POS was found to be negatively related to employee's intention to leave the organization ($r = - 0.525$). This result shows that when employees have support from the organizations, they will respond by changing their intentions to leave the organization.

In addition, Jayasundera et. al. (2017) mentioned that POS has a significant negative effect on the turnover intention ($\beta = - 0.779$, $p < 0.05$), indicating that Gen Y employees prefer to have greater POS, which then decreases their turnover intention.

Tumwesigye, G. (2010) stated that the relationship between POS and turnover intentions was negatively related ($\beta = - 0.442$). This finding is consistent with Allen et. al. (2003) and Okello-Ouni (2004) who showed that high scores on POS were associated with low scores on turnover intentions and actual turnover. Therefore, the following hypothesis is proposed:

H1: There is a relationship between perceived organizational support and employee turnover intention



2.8.2 Relationship between Human Resource Practices and Employee

Turnover Intention

HR Practices are seen to have a significant impact on turnover intention. Huselid (1995) found that human resource practices such as selection procedures and effective employee recruitment, compensation and benefits, performance management systems and job security are important to determine the level of employee turnover and productivity. This statement is supported by Arthur (1994) who stated that human resource system can build commitment and clearly has a significant impact on lower turnover and higher productivity. In another writing, previous studies also found that there is negative relationship between working environment and voluntary turnover in the organization (Mowday, Porter & Steers 1983; Gupta & Jenkins, 1991). According to Gruber and Madrian (1994), human resource practices such as compensation and benefits and training and development have negative relationship with employee turnover intention because employees are motivated and get consistent support from the organization. In this study, four factors on human resource practices, namely training and development, compensation and benefits, career development and performance appraisal were chosen. The impact of these human resource practices on relationship with the effect of employee turnover intention will be discussed.

a) Relationship between Training and Development and Turnover Intention

To some extent, training and development has a major impact on turnover intention and actual turnover. Huselid (1995) have pointed out that those organizations

providing formal and informal training or course such as on-the-job training, basic skills training, coaching, mentoring and development activities can produce prominent job performance. In other words, effective training programs by the organization can increase productivity; reduce job turnover and increase employee's satisfaction (Chew and Chan, 2008). Similarly, Lam and Zhang (2003) stated that enhancement of training could reduce high turnover among the staffs and other problems in the organization. In addition, Benson (2006) explained that there is a relationship between employee development, organizational commitment and turnover intention. The results stated that job training was positively related to organizational commitment and negatively related to turnover intention. The statements are supported by Chang (1999) who described that professional training and development will enhance employees' satisfaction, so the employees are less likely to quit the current job. In this study, the researcher opined that training and development programs provided by an organization may affect employees who have become more loyal and committed to the organization and thereby lead to lower turnover intention among them.

According to J.M.A Verhees (2012), there is no significant relationship between training and turnover intentions. The p-values are above the limit of significance ($p > 0.05$) and beta value is negative instead of positive ($\beta = - 0.073$). This result indicates that the measurement of training variable is difficult when looking at the many options that are available to measure this independent variable. Training can be measured by quantity or quality but also can be divided into types of training (specific, general, informal, formal) timing, funding and purpose.

In contrast to Mustafa Kesen (2016), he stated that training is significantly and negatively affecting turnovers ($\beta = - 0.252$; $p < 0.01$). This result was supported by previous research as Harris (1990) stated that efficient training programs are expected to improve production and decrease in employee turnover. This finding has given important implications for managers. In order to reduce employee's turnover intention, they should utilize the positive impacts of training on turnovers.

Khawaja Jehanzeb et. al. (2015) examined the impact of effective training and coworker support for training on turnover intentions among the employees of fast food franchises in Saudi Arabia. They found that effective training is significantly negative related to turnover intentions ($\beta = - 0.32$, $p < 0.05$). From the results of the study it was recommended that fast food franchises of Saudi Arabia should provide effective training programs to their employees in order to reduce their turnover rate. Therefore, the following hypothesis is proposed:

H2a: There is a relationship between training and development and employees' turnover intention

b) Relationship between compensation and benefits and employee turnover intention

The previous researches showed that compensation and benefits is related to employee turnover intention. An empirical study by previous researchers summarized that the adequate compensation and benefits are the best strategy to retain effective employee

(Becker & Huselid, 1999; Cho et. al., 2006; Huselid, 1995; Milman, 2003; Milman & Ricci, 2004; Shaw et. al., 1998; Walsh & Taylor, 2007). They found that there is negative relationship between compensation and benefits and employee turnover intention. It means that, effective compensation and benefits can inculcate employees' commitment to organization, enhance productivity and lower intention to leave the organization.

According to Williams et. al. (2006), better systems on compensation and benefits can influence the levels of commitment among employees. If the organizations are not prepared to provide an attractive pay to their employees, it will cause tardiness, low performance and employees will be less engaged to the organizations. As indicated by many studies, employees who are satisfied with the compensation and benefits are more willing to stay with the organization (Bergmann & Scarpello, 2002; Heneman & Judge, 2000; Williams et. al., 2006). The above statement is also supported by Karen (2000) who examined that if employees are not satisfied with their pay, they may be looking for other organization that can offer better pay rates. This shows that compensation and benefits play an important role in employee retention that could affect the turnover intention among employees. A study presented by Noe et. al. (2013) at manufacturing and industrial companies in the city of Rasht found that compensation and benefits have a negative relationship with the intention to leave.

Mohammad Rabiul Basher Rubel & Daisy Mui Hung Kee (2015) stated that compensation practices have significant negative relationship to turnover intention (β

= - 0.220, $p < 0.01$). This finding is consistent with the study done by Allen, Shore and Griffeth (2003). They are also indicated the significant negative relationship between rewards and employee's turnover intention. It means that, high pay will influence employees to stay with the organization for a long time. As such, employees who are properly rewarded for their role in the organization will have better awareness to remain with the organization.

Parbudyal Singh (2010) also made a study on the relationship between pay satisfaction and turnover intention among registered nurses in a unionized hospital in Canada. The correlations result shows that all variables such as pay raise ($r = - 0.30$, $p < 0.01$), benefits ($r = - 0.17$, $p < 0.01$), pay level ($r = - 0.32$, $p < 0.01$), and pay structure/administration ($r = - 0.33$, $p < 0.01$) are significantly correlated with turnover intention. Thus, the regression result also reveals that all variables were significant in explaining turnover intention (pay structure/administration $\beta = - 0.31$, $p < 0.001$; benefits: $\beta = - 0.19$, $p < 0.01$; pay raise: $\beta = - 0.24$, $p < 0.01$). It also shows that pay satisfaction influence turnover among nurses and that all aspects of pay level, structure, benefits and raises should be taken into consideration in dealing with this issue. The results also support previous findings by Sweeny and McFarlin (1993) and Tekleab, Bartol and Liu (2005) who stated that fairness in pay is important to ensure employees remain longer in organization.

According to Choi Sang Lang and Panniruky Perumal (2014), the correlation for compensation and benefit to intention to leave is at -0.052 ($r = -0.052$) which is significant as the correlation is at 0.01 level for 2-tailed test. The results of the linear regression analysis show that Beta value for compensation and benefit is -0.06 . When the predictors are below 0.05, the variables are significantly and directly connected to the dependent variable of intention to leave. This result is similar to the study done by Shahzad et. al. (2008), whose findings exposed positive relationship between reward practices and the performance of university lecturers in Pakistan when opposing the other factor of turnover intentions in the long-term. Another similarity was found in the study of Chiu et. al. (2002) involving data from 583 participants in Hong Kong and 121 participants in China which stated that compensation components are significant factors to retain and inspire employees. Based on the above discussions, the following hypothesis is proposed:

H2b: There is a relationship between compensation and benefits and employee turnover intention.

c) Relationship between career development and employee turnover intention

Retaining high-caliber employees in competitive labor market challenges organizations to manage and develop talent effectively at all levels (Njoroge, 2007). The statement above supported that there is a relationship between career development and employee turnover intention. According to Roberts and Davenport (2002) career

development is an opportunity provided by organizations to advance careers and strengthen skills. It means that the availability of career development opportunities shows the intensity of the organization to recognize employees. This opportunity also can help employees to identify competencies and expand their career in the future. In another writing, Johari et. al. (2012) mentioned that employees who feel that they are contributing to the organization will be more satisfied with their job and thus, will not leave the organization. Furthermore, organizations that provide relevant development schemes could improve employee's knowledge, potential and the abilities. At the same time, career development can enhance the retention of quality employees (Huselid, 1995).

Besides, employees who receive such development opportunities would be motivated further and have confidence in their work increase. Subsequently, employees' who receive that kind of opportunities may repay their organization with employees' commitment and thus reduce turnover intention (Rhoades and Eisenberger, 2002). According to Roberts and Davenport (2002), appropriate rewarding system and career development could facilitate the work engagements among employees and reduce turnover. This is because employees could develop their career successfully through the high level of engagements.

According to Imelda A. Bebe (2016), there was a statistically significant relationship between employee job satisfaction advancement, growth and employee's turnover intentions. "The resulting correlation coefficient was $r = - 0.37$ ($p < 0.001$). The study finding was supported by a research done by Van Dam et. al. (2013). They

emphasized that career advancement and growth were indeed sources of employee's turnover intentions. Kraimer et. al. (2011) and Carter and Tourangeau (2012) also agreed that with a high career growth and advancement, voluntary turnover and job alternative options withdrawal will decrease.

The research by Mohamad Abdullah Hemdi and Aizzat Mohd Nasurdin (2006) shows that career advancement ($\beta = - 0.247, p < 0.01$) has significant negative relationship with turnover intentions. It means that, if employees perceived better offers of internal promotion, objective promotional criteria and availability of career advancement within their organizations, they have a tendency to remain loyal to their organization, thus resulting in lower turnover intentions. This study is in tandem with those of previous researchers (Connell et. al., 2003; Delaney and Huselid 1996; Delery and Dotty 1996; Dirks and Ferrin 2001; Lam et. al., 2002). In addition, Maria L. Kraimer et. al. (2009) stated that career advancement significantly decreased turnover intentions ($\beta = - 0.30, p < 0.01$) which means turnover intentions were lower among repatriates who perceived the organization support in terms of career development. Therefore, the following hypothesis is proposed:

H2c: There is a relationship between career development and employee turnover intention.

d) Relationship between performance appraisal and employee turnover intention

Brown and Heywood (2005) reported that performance appraisal improve the employee commitment and productivity and thus reduce the intention to leave. It means that, there is a relationship between performance appraisal and employee turnover intention. According to Gruman and Saks (2011), if the managers can conduct performance appraisal to evaluate employee performance with a fairly manner, the level of turnover intention among employees will be reduced due to a fair performance appraisal and effective feedback procedures.

Performance appraisal process is used to build the relationship between the supervisors and employees. Performance system will improve communication between employers and subordinate through the use of feedback between them. Normally, performance appraisal feedback will help companies improve communication sustainability between supervisors and employees (Villanova et. al., 1993). In empirical studies, leader-member exchange (LMX) was negatively related to turnover intention (see meta-analysis by Griffeth, Hom & Gaertner, 2000). Therefore, there could probably be a negative relationship between performance appraisal satisfaction and employee turnover intentions.

The major factor which affects performance appraisal satisfaction is the perceived fairness of the performance evaluation process. An important component that affect the fairness perceptions is consideration based on judgement and evidence.

It must be used without abuse by external pressure, corruption or personal inclination (Poon, 2004). Performance appraisal evaluations produced from political considerations may breach employee's right due process. Subsequently, Vigoda (2000) stated that when employees feel they are unfairly treated, they might begin to respond by changing their job attitudes. Besides, Aguinis, Joo and Gottfriedson (2011) mentioned that individual performance helps to build the success of organizations. It means that, appropriate performance management systems such as performance appraisal and feedback have the potential to enhance motivation and reduce turnover intention among employees.

According to Abraham Zewdie Bekele et. al. (2014), employee's perception of performance appraisal had significant and negative relationship with turnover intention ($r = - 0.206, p < 0.05$). It shows that the higher-level employee's perception of performance appraisal will decrease the level of their turnover intention and vice versa. This finding is related to the previous studies conducted by Ahmed (2010). He found that negative and significant relationship ($r = - 0.811$) indicated a clear correlation between the respondent's perception of performance appraisal satisfaction and employees' turnover intention. The Beta value for employees' perception of performance appraisal is $- 0.161$. This shows that the level of employees' turnover intention increased by 16.1% if their perception towards performance appraisal practice was reduced (dissatisfied with PA) by one and vice versa. This result is also supported by empirical study from the previous related research done by Fakharyaan et. al. (2012) which shows that performance appraisal satisfaction has significant and negative impact on turnover intentions ($\beta = - 0.66$ at $p < 0.01$). Study done by

Vignaswaran (2005) also indicates that performance appraisal significantly and negatively influences turnover intention ($\beta = - 0.703, p < 0.01$). Therefore, on the basis of the preceding arguments and related research evidence, the following hypothesis is stated:

H2d: There is a relationship between performance appraisal and employee turnover intention

2.8.3 Relationship between Leadership Styles and Employee Turnover

Intention

a) Relationship between transformational leadership and employee turnover intention

The relationship between transformational leadership and turnover intention has been described by a number of researchers such as Bycio et. al. (1995) and Martin and Epitropaki (2001). Their studies have generally shown that transformational leadership is the major factor in reducing turnover intentions (Bass, 1990). In addition, transformational leaders emphasize the requirement to meet challenges in changing time (Bass, 1985). According to various researchers, transformational leadership elements such as inspirational motivation, intellectual stimulation, idealized influence and individual consideration are said to be able to elevate higher job satisfaction (Hassan & Yau, 2013; Lowe, Kroeck & Sivasubramaniam, 1996; Nordin, 2013; Robyn

& Du Preez, 2013; Sadeghi & Pihie, 2013). In the studies undertaken by Larrabee et. al. (2003), it was found that job dissatisfaction is the catalyst to turnover intentions. On that basis, transformational leadership has been related to job satisfaction and it is believed that transformational leadership may decrease the intention of employees to quit.

From the previous study on characteristics of Generation Y, it can be assumed that Generation Y are frequently linked to the characteristics of finding challenges and adopt change, in line with the characteristics of intellectual stimulation that encourage innovation and change. Therefore, it is acceptable when they said the Generation Y employees are more preferred by leaders with transformational leadership style as innovation and change are encouraged. This statement is aligned with Horeczy et. al. (2012) where the research found that Generation Y leadership preference reflects the characteristics of Generation Y which is related to transformational leadership style.

Albert Amankwaa and Olivia Anku-Tsede (2015) revealed that transformational leadership behaviors in the Ghanaian banking industry was negatively correlated to turnover intention ($r = - 0.289$, $p < 0.01$). This finding is reliable with Hamstra et. al. (2011) which found, in a quantitative study, on how a fit between leadership styles and followers' regulatory focus will mitigate followers' turnover intention and that transformational leadership is negatively related to turnover intention for highly promotion-focused followers.

Saiful Islam Khan (2015) mentioned that the transformational leadership would significant negatively related to the turnover intention ($\beta = - 0.074$; $P < 0.000$). It explains that each unit of improvement in transformational leadership, the turnover intention will decrease by - 0.07 units. The findings are supported by previous researchers such as Gill et. *al.* (2011), where transformational leadership actually affects the turnover intention among employees in organization.

According to Elzette Pieterse-Landman (2012), the result of the statistical analysis of the relationship between transformational leadership and intention to quit is significant and negative ($r = - 0.047$, $p < 0.01$). The interpretation that can be drawn from the finding is that the process of transformational leadership behaviors within the leadership practices of the company will likely match with a decline in the intentions to quit among employees. This study is consistent with the previous research by Alam & Mohammad (2009), Bergh & Theron (1999), Kahumuza & Schlechter (2008), Lauver & Kristof-Brown (2001), Mester et. *al.* (2003), Pienaar & Bester (2008) and Somers (1995). Many relationships have been found in the literature between respective transformational leadership behaviors and intention to quit such as commitment, satisfaction, perceived support, organizational citizenship behavior, person-organization fit and work-role variables. Thus, the following hypothesis is proposed:

H3a: There is a relationship between transformational leadership styles and employee turnover intention.

b) Relationship between transactional leadership and employee turnover intention

Wells and Peachey (2010) conducted separated studies to examine the relationship between leadership behaviors (transformational and transactional), satisfaction with the leaders and voluntary turnover intentions. This study was conducted on 200 participants from National College Athletic Association Division 1 softball and volleyball assistant coaches in the USA. The study outcome exposed significant negative relationship between transactional leadership behavior and voluntary organizational turnover intentions.

Since transactional leaders use reward and punishment to encourage the better performance, the relationship between leader and follower has become an economic exchange transaction (Robbins, 2010). Riaz and Haider (2010) stated that transactional leadership style provides high satisfaction and organizational identification as compared to transformational leadership style. On that reason, transactional leaders have significant influence on the followers. Furthermore, Chen, Beck and Amos (2005) have figured out that followers were satisfied with the contingent reward dimension of transactional leader. As a conclusion, employees' will be motivated by transactional leader and will not leave the organizations.

According to Badria Abdallah Al-Hummadi (2013), the relationship between transactional and turnover intention is significant negative relationship ($r = - 0.157$, $p < 0.01$). This means when one variable reduces the second variable increases. In this

study, an increase in the leadership style (transactional) leads to a decline in employee's turnover and vice versa. Today, the challenging working environment need more flexibility in leadership style. Managers can show more respect and individual consideration for and have confidence in their employees. they can also be their source of motivation. Numerous companies fail to acknowledge turnover as a real organization problem and frequently various organization do not even measure the impact and values of the turnover when they set up the organization strategy.

Muhashamsani Abdul Ghani (2015) studied the relationship between pay satisfaction, leadership styles and intention to leave among local employees at Yamaha Electronics Manufacturing (M) Sdn. Bhd. This research examined two independent variables which consist of nine dimensions. Pay satisfaction was studied as one dimension which included overall pay level, benefits package, pay raises, and pay structure. For transactional leadership style, two dimensions were examined, namely active reward monitoring and passive management by exception (*laissez-faire*). For transformational leadership style, six dimensions were examined namely, idealized influence, inspirational motivation, individual consideration, and intellectual stimulation, idealized belief, and ethical decision making. Result of correlation analysis exposed that all items measured were significantly correlated with employee intention to leave in YEM. For transactional leadership style, the researcher had identified a negative and significant relationship with intention to leave. The correlation coefficient was - 0.389. This shows that the relationship is moderate. According to Davis (1971), correlation value for a moderate relationship between

variables is ± 0.30 to ± 0.49 . However, looking at the dimensions of transactional leadership style understudied, correlation coefficient score for active reward monitoring was - 0.413, thereby showing strong relationship with intention to leave. It can be expected that the more leaders or managers applying active reward monitoring the less intention employees want to leave the company. Thus, the following hypothesis is proposed:

H3b: There is a relationship between transactional leadership styles and employee turnover intention.

c) Relationship between laissez-faire leadership and employee turnover intention

Most of literature review mentioned that laissez-faire is the type of leadership that avoids in making a decision, neglects problems, does not follow-up, and rejects to intervene (Gill et. al., 2010; Yukl, 1998). Rusliza Yahaya and Fawzy Ebrahim (2016) stated that laissez-faire leader plays a passive role in group affairs and has no initiative to interact with their groups. Yahaya, Tamby Chek and Samsudin (2013) also found “that this leadership style avoids making decision, does not involve with the subordinate development, does not contribute to the growth of the followers and ignores problems and their followers. They also argued that feedback, rewards, and leader participation are totally gone in this type of leadership. In another study,

Chaudhry and Javed (2012) mentioned that there is a positive relationship between laissez-faire leadership and employee turnover intention.

According to Muhashamsani Abd Ghani (2015), laissez-faire leadership shows significantly negative relationship to intention to leave with the coefficient score of -0.190, which shows a weak relationship. With the weak relationship shown, it can be determined that laissez-faire leadership give less influence to intention to leave. This statement also explains that employees feel less upset when their leaders provide less guidance and only intervenes when something goes wrong.

Choi Sang Long et. al. (2012) also examines the relationship between leadership styles and turnover intentions among academic staff in institutes of higher education in Malaysia. This study examined two independent variables namely transformational leadership and transactional leadership which consisted of 5 and 3 dimensions respectively. Transformational leadership is measured using 5 factors which are; idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation and individual consideration while transactional leadership is measured using 3 factors namely contingent reward, management by exception (passive) and management by exception (active) and laissez-faire. The relationships between the variables of the study were analyzed using Pearson's correlation coefficient analysis and the result shows no significant correlation was found between leadership styles and turnover intention. The result of multiple regression analysis shows that leadership style has a weak influence on

turnover intentions. This is supported by a low beta value for transformational leadership of - 0.118 and - 0.309 for transactional leadership. This finding is similar to the study by Wells et. al. (2010) which stated that if employees are satisfied with the leadership style practiced by leaders in the organization such as receiving clear direction and task objectives and in line with the value of the incentives offered, then the workers are not be inclined to look for jobs elsewhere. Therefore, the following hypothesis is proposed:

H3c: There is a relationship between laissez-faire leadership style and employee turnover intention.

2.9 Conclusion

This chapter explains a review on literature that focuses on the relationship between organizational support, human resource practices and leadership style with employee turnover intention. The previous study has mentioned a relationship between organizational support, human resource practices and leadership style with employee turnover intention. Moreover, this chapter also describes about independent and dependent variables. This chapter also provides the hypothesis development and research framework about this study. Having reviewed the past studies, the next task is to describe research methodology used in this study. Research method involves research framework, measurement of variables, data collection and data analysis procedures. These will be discussed in the next chapter (Chapter 3).

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the method for the studies which involve research design, population and sampling, development of research measures, pilot testing and data collection procedure. This chapter ends with technique of data analyses that were utilized to achieve the discussed objectives.

3.2 Research Design

The research design is essential in order to examine the type of data, data collection technique and the sampling methodology to achieve the research objectives (Burns & Bush, 2002). Since the main objective of this study is to examine the relationship between perceived organizational support, HR practices (training and development, compensation and benefits, career development and performance appraisal), leadership style (transformational, transactional and laissez-faire) and turnover intention of Generation Y, quantitative research design is considered more suitable for this study. This is because the quantitative method allows the researcher to test the relationship between variables using statistical method (Given, 2008). It also helps researcher to collect numerical data to explain a particular phenomenon. Apart from that, quantitative research design also allows the analysis to be carried out on a large

sample using a standard and formal set of questionnaires that can be generalized to the whole population (Syahrulniza, 2015).

This study applied a cross-sectional survey design, which is questionnaire, in order to examine the hypothesis between each variable. A cross-sectional design is simple, an inexpensive, and allows for the collection of data in a relatively short period. According to Sekaran (2003) the questionnaire is the most crucial tool that is used to collect data in quantitative research as the researchers will be able to collect the data from the respondents within a short period of time. The unit of analysis of this study is based on the individuals and the target population of young employees in manufacturing companies in Selangor.

3.3 Population and Sampling

According to Gall, Gall and Borg (2003), population is the overall group that a researcher intends to study on. Researchers always define a population by using the sample in a smaller group to conduct the research. They defined that a sample can be considered as a smaller group of an identified population. M. H. Alvi (2016) stated that a population is divided into 2 categories, which is homogenous or heterogenous. A population is classified to be homogenous when its every element is similar to each other in all aspects. In other words, every element has all the characteristics that meet the described criteria of target population. A population is categorized to be heterogenous when its elements are not similar to each other in all aspects. In other

words, one characteristics variable is not the same among all the elements while they meet the rest of criteria that defines the target population.

Besides, M. H. Alvi (2016) explained that sampling techniques are generally categorized into two types, which are probability sampling methods and non-probability sampling methods. In this study, sampling techniques used is probability sampling methods. This is because the technique will decrease the chance of systematic errors and minimize the chance of sampling biases. The reasons for not using non-probability sampling method is because sampling technique are prone to encounter systematic errors and sampling biases. In addition, the sample that use this method (non-probability sampling) cannot be claimed to be a good representative of the population.

According to Dr. Kanupriya Chaturvedi (2016), there are six types of probability sampling methods; which are simple random sampling, systematic random sampling, stratified random sampling, cluster sampling, multistage sampling and multiphase sampling. In this study, types of probability sampling used is stratified random sampling. It is used to get a sample population that best represents the target population being studied. In other words, a stratified random sampling is obtained by separating the population into mutually exclusive sets or strata and then drawing simple random samples from each stratum.

John Dudovski (2016) mentioned that stratified sampling can be divided into the following two groups, which are proportionate and disproportionate. Application

of proportionate stratified random sampling technique encompasses determining sample size in each stratum in a proportionate manner to the total population. In disproportionate stratified random sampling, on the contrary, numbers of subjects recruited from each stratum does not have to be proportionate to the total size of the population. Accordingly, application of proportionate stratified random sampling produces more accurate primary data compared to disproportionate sampling.

3.3.1 Sampling Framework

This study will involve the respondents encompassed Generation Y employees who are working in Selangor manufacturing companies. The researcher applies the same stratum weight calculated from the target population to each stratum. This equal probability of selection method (EPSEM) is agreeable with every element in the population so that an equal chance can be recruited, leaving a smaller margin of errors compared to disproportionate allocations. The assumption is that the variances and data collection costs are the same across the strata. Proportionate allocation is used when the purpose of the research is to estimate a population's parameters (Daniel, 2011).

In this study, the stratum involves size of population in that particular companies and occupational position or category as well either employees who are in clerical, production operation and managerial levels. The researcher has distributed the

questionnaires in Selangor into 4 different regions namely Northern, Western, Eastern and Southern. Northern region involves district such as Sabak Bernam, Kuala Selangor and Hulu Selangor. District that can be clustered into Eastern region involving Gombak and Hulu Langat. Sepang will be district in Southern Selangor and lastly Klang and Kuala Langat are the Western districts of Selangor. In total, referring to FMM statistics, manufacturing companies in Selangor are 1000 companies with 300,000 young employees in clerical, production operation and managerial levels.

Regions (Selangor)	Population		Proportionate Stratified Sample	
	Size	Stratum Weight	Size	Stratum Weight
Western	135,000	0.45	173	0.45
Southern	81,000	0.27	104	0.27
Northern	72,000	0.24	92	0.24
Eastern	12,000	0.04	15	0.04
Total	300,000	1.00	384	1.00

Table 3.3.1 Example of Proportionate Stratified Sampling adapted from Daniel (2011)

3.4 Operational Definitions and Measurements

3.4.1 Turnover Intention

Turnover intention is defined as an employee's intent to find a new job with another employer within the next year (Elizabeth, 2012). To measure participants' turnover intention 4 items Dress & Shaw (2001) and Jeffrey (2007) was adapted. Based on a

five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the turnover intention statements. Table 3.4.1 shows the turnover intention items used in this study.

Table 3.4.1

Turnover Intention items

No.	Variables	Operational definition	Items	Reference
1	Turnover intention	Turnover intention is defined as an employee's intent to find a new job with another employer within the next year	<ol style="list-style-type: none"> 1. I often think about quitting. 2. It is likely that I will actively look for a new job next year. 3. I will probably look for a new job next year. 4. I often think of changing my job. 	<p>(Dress & Shah, 2001)</p> <p>Jeffrey (2007)</p>

3.4.2 Perceived Organizational Support

Perceived organizational support encompasses the employees' perception about their organizations' concern with their well-being and their contributions (Aube, Rousseau and Morin, 2007). In this study, perceived organizational support is measured by 5 items adapted from Eisenberger, Huntington, Hutchison and Sowa (1986). Participants rated their degree of agreement with perceived organizational support statements based on five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree. Table 3.4.2 shows the perceived organizational support items used in this study.

Table 3.4.2

Perceived Organizational Support items

No.	Variables	Operational definition	Items	Reference
1	Perceived organizational support	Perceived organizational support encompasses the employees' perception about their organizations' concern with their well-being and their contributions	<ol style="list-style-type: none"> 1. The organization values my contribution to its well-being 2. The organization strongly considers my goals and values 3. The organization disregards my best interests when it makes decisions that affect me 4. The organization really cares about my well-being 5. The organization would forgive an honest mistake on my part 	Eisenberger, Huntington, Hutchison and Sowa (1986).

3.4.3 Human Resources Practices

In this study, HR practices were measured by training and development, compensation and benefits, career development and performance appraisal. Training involves an expert working with learners to transfer to them certain areas of knowledge or skills which can help them “improve in their current jobs (McNamara, 2008). Development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future (McNamara, 2008). Training and development was measured by 5 items adapted from Newman, Thanacoody and Hui (2011). Compensation is operationalized and includes issues regarding wage and/or


salary programs and structures accruing from job descriptions, merit-based programs, bonus-based programs, commission based programs and so on, while benefits typically refer to retirement plans, health life insurance, disability insurance, vacation, employee stock ownership plan and so on (McNamara, 2008). The 6 items used to measure compensation and benefits were adapted from Balzer et. al. (1997) & Dabke et. al. (2008). The term ‘career development’ itself indicates that there is a career to be developed. However, it is no longer relevant to think of a career as progression up an organizational career ladder. Rather the term ‘career’ is used simply to elaborate a person’s work experience over time. The term ‘development’ covers all the things a person learns from experience as well as from courses and other training activities. It covers personal development as well as technical training and professional development. Career development was measured by 5 items adapted from Sanchez-Manjavacas, A. et. al. (2014) and Mereama Chase et. al. (2005). Lastly, performance appraisal is a process designed to appraise, supervise and ultimately enhance employees’ performance. It must allow the employer and its employee to overtly discuss potentials of the organization and the employees’ attainments especially for advancement of the employee. It becomes part of a more strategic method to put together human resource activities and business policies. It is essential to appraise employees and strengthen their capabilities, improve performance and allocate rewards (Fletcher, 2001). Performance appraisal was measured using 5 items adapted from Rajendran Vignaswaran (2008).

In this study, participants rated their degree of agreement with training and development, compensation and benefit, career development and performance appraisal statements based on five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree. Table 3.4.3 shows the training and development, compensation and benefit, career development and performance appraisal items used in this study.

Table 3.4.3

HR Practices items

No.	Variables	Operational definition	Items	Reference
1	Training and development	<p>Training involves an expert working with learners to transfer to them certain areas of knowledge or skills which can help them improve in their current jobs.</p> <p>Development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future.</p>	<ol style="list-style-type: none"> 1. My organization provides its employees with good opportunities to undertake in-house job-specific training 2. My organization provides a good environment for new recruits to learn job -specific skills and knowledge 3. My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be of use to me in my future career 4. My organization provides its employees with 	Newman, Thanacoody and Hui (2011).

			<p>good opportunities to undertake general training programs and seminars outside of the organization</p> <p>5. My organization provides assistance for its employees to take management training and development courses externally at educational institutions</p>	
2	 <p>Compensation and benefits</p>	<p>Compensation is operationalized including issues regarding wage and/or salary programs and structures accruing from job descriptions, merit-based programs, bonus-based programs, commission based programs and so on, while benefits typically refers to retirement plans, health life insurance, disability insurance, vacation, employee stock ownership plan and so on.</p>	<p>6. I am very satisfied with my salary.</p> <p>7. My employee's benefits are very good.</p> <p>8. I receive an additional bonus if I do additional work.</p> <p>9. I believe that distribution of salaries is fair and there is no favoritism.</p> <p>10. Salaries are competitive compared to other similar organizations.</p> <p>11. There are opportunities for recognition in my job.</p>	<p>Balzer et. al. (1997) & Dabke et. al. (2008).</p>
3	Career development	The term 'career development'	12. Compared to our closest	Sanchez-Manjavacas,

		<p>itself indicates that there is a career to be developed. However, it is no longer relevant to think of a career as progression up an organizational career ladder. “Rather the term ‘career’ is used simply to elaborate a person’s work experience over time.” “The term ‘development’ covers all the things a person learns from experience as well as from courses and other training activities. It covers personal development as well as technical training and professional development.</p>	<p>competitors, I feel that there are better chances for internal promotion in my firm</p> <p>13. The firm possesses mechanisms for internal promotion</p> <p>14. I consider that I have real options for internal promotion in my organization</p> <p>15. I am satisfied with my chances for promotion</p> <p>16. I feel I have already achieved all I want to achieve in my career</p>	<p>A. et. al. (2014) and Mereama Chase et. al. (2005).</p>
4	Performance appraisal	<p>Performance appraisal is a process designed to evaluate, manage and eventually enhance employees’ performance. It should let the employer and its employee to overtly discuss expectations of the organization</p>	<p>17. I am satisfied with the way my organization provides me with feedback</p> <p>18. The feedback I receive on how I do my job is highly relevant</p> <p>19. I think that my organization attempts to conduct performance</p>	<p>Rajendran Vignaswaran (2008)</p>

		and the employees' achievements especially for future development of the employee. It becomes part of a more strategic approach to put together human resource activities and business policies. It is essential to appraise employees and strengthen their competencies, improve performance and distribute rewards.	<p>appraisal the best possible way</p> <p>20. My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance</p> <p>21. Performance appraisal is valuable to me as well as to my organization</p>	
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3.4.4 Leadership Styles

In this study, leadership style is measured by transformational leadership, transactional leadership and laissez-faire. Transformational leadership was described as a leader who transforms his followers to perform better in terms of confidence level, creativity and intellectual thinking beyond the usual expectations (Saiful Islam Khan, 2015). Transactional leadership is defined as a leader who allows their followers to realize their own self-interest, minimizes workplace anxiety and focuses on clear organizational objectives such as enhanced quality, customer service, minimized costs and increased production (Sadeghi & Pihie, 2012). Laissez-faire is operationalized as the leader who avoids the decision making, disregards problems, does not follow-up,

and refuses to intervene (Yulk, 1998). In this study, transformational leadership were measured by items developed by Saiful Islam Khan (2015), transactional leadership were measured by items developed by Hani Gawdat Abdalla (2010) which is quoted from Avolio and Bass (2004) and laissez-faire were measured by items developed by Bass and Avolio (1995). Participants rated their degree of agreement with leadership style statements based on five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree. Table 3.4.4 shows the leadership style items used in this study.

Table 3.4.4

Leadership Styles items

No.	Variables	Operational definition	Items	Reference
1	Transformational leadership	Transformational leadership was operationalized as a leader who transforms followers to perform beyond their expectation by triggering their intellectual works, raising confidence and creativity	<ol style="list-style-type: none"> 1. I have complete confidence in my manager 2. In my mind, my manager is a symbol of success and accomplishment 3. My manager engages in words and deeds which enhances image of competence 4. My manager serves as a role model for me 5. Instills pride in being associated with him/her 6. My manager displays 	Saiful Islam Khan (2015)

			<p>extraordinary talent and competence in whatever he/she decides</p> <p>7. I am ready to trust him/her to overcome any obstacle</p> <p>8. My manager listens to my concerns</p> <p>9. My manager makes me aware of strongly held values, ideals, and aspirations which are shared in common</p> <p>10. My manager shows how to look at problems from new angles</p>	
2	Transactional leadership	<p>Transactional leadership is defined as a leader who allows their followers to realize their own self-interest, minimizes workplace anxiety and focuses on clear organizational objectives such as enhanced quality, customer service, minimized costs and increased production.</p>	<p>11. Provides me with assistance in exchange for my efforts</p> <p>12. Discusses in specific terms who is responsible for achieving performance targets</p> <p>13. Makes clear what one can expect to receive when performance goals are achieved</p>	<p>Sadeghi & Pihie (2012) and Hani Gawdat Abdalla (2010) quoted from Avolio and Bass (2004)</p>

			<p>14. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards</p> <p>15. Concentrates his/her full attention on dealing with mistakes, complaints, and failures</p> <p>16. Keeps track of all mistakes</p> <p>17. Directs my attention towards failures to meet standards</p> <p>18. Fails to interfere until problems become serious</p> <p>19. Waits for things to go wrong before taking action</p> <p>20. Shows that he/she is a firm believer in “if it ain’t broke, don’t fix it”</p>	
3	Laissez-faire	Laissez-faire is operationalized as the leader who avoids the decision making, disregards problems, does not follow-up, and refuses to intervene (Yulk, 1998).	<p>21. Leadership should be inspirational.</p> <p>22. My leader has power to influence workers and that comes from his status and position.</p> <p>23. My leader makes vague</p>	Yulk (1998) and Bass and Avolio (1995)

			<p>explanations of what is expected from subordinates.</p> <p>24. My leader asks subordinates for suggestion on what assignments to be made.</p>	
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3.5 Layout of Questionnaire

All survey materials were prepared in English. This questionnaire consists of five main sections. Section A asked about the turnover intention and there are 4 items. Section B asked about Perceived Organizational Support and there are 5 items. In Section C of the questionnaire, there are 21 items asking the respondents on the HR Practices, while Section D consists of 24 items on leadership styles. In the final section of the questionnaire, Section E, there are questions on the demographic characteristics of the participating staff, and their respective organizations.

3.6 Pilot Test

A pilot study is a mini-version of a full-scale study in preparation of the complete study. The latter is also called a ‘feasibility’ study. It can also be a specific pre-testing of research instruments, including questionnaires or interview schedules. (Compare Polit et. al. & Baker in Nursing Standard, 2002:33-44; Van Teijlingen & Hundley, 2001:1). The pilot study will thus follow after the researcher has a clear objective of the research topic and questions, the techniques and methods, which will be used, and

what the research schedule will look like. It is “reassessment without tears” (Blaxter, Hughes & Tight, 1996:121), trying out all research techniques and methods, which the researcher has in mind to see how well they will work in practice. If necessary, it can then still be improved and modified accordingly (Blaxter, Hughes & Tight, 1996:121).

Pilot test is essential for the study even though the items used by the researcher were adapted from a well-established questionnaire. This is because different groups of respondents will have different ideas and thought about the questionnaire. Any feedback and comments from the pilot-test by the respondent regarding questionnaire will be used for the further questionnaire improvement (Nor Farah Hanis, 2015). According to Sekaran and Bougie (2010) the reliabilities below than 0.60 are considered to be poor, those ranges to 0.70 are acceptable and 0.80 and above are considered to be good. In this study, a pilot test will be conducted before the actual survey and the questionnaire will be distributed to 40 manufacturing employees in Shah Alam, Selangor.

3.7 Data Collection Procedure

The actual data collection began after the pilot test was conducted and permission was granted by the respective companies. A written permission to conduct the study was obtained from the respective manufacturing companies through emails. A follow-up telephone call was then made. Once the permission was granted, the process of distributing the questionnaire began. The expected time to actual data collection process began on 1st January and ended on 31st January 2017. During that time, the

questionnaire was distributed to respondents through a representative appointed by the researcher for each of the manufacturing companies under study. Each respondent was given at least a month or less to complete the questionnaire. Completed questionnaire were then collected by the researcher from each of the manufacturing companies' representatives.

3.7.1 Technique of Analysis

The data collected will be analyzed by using the Statistical Package for Social Science Program (SPSS) version 22.

3.7.1.1 Inferential analysis

Inferential analysis used statistical tests to see whether a pattern we observe is due to chance or due to the program or intervention effects. Research often used inferential analysis to determine if there is a relationship between an intervention and an outcome as well as the strength of that relationship (The United States Department of Agriculture's, National Institute of Food and Agriculture, 2017).

3.7.1.1.1 Data Screening

Data screening is used to correct and check if there is an error in the data file (Pallant, 2007). The examination of the basics and distributions was conducted for data screening, including assessment of normality, linearity and outliers. This study identified outliers using Mahalanobis distance valuer.

a) Normality Test

This study applied the skewness and kurtosis test to assist the normality of the data. The normal range for the values of skewness and kurtosis should be less than two for the variable to be considered as normally distributed (Norman & Streiner, 2008). In addition, Tabachnick and Fidell (2007) have opined that:

“Skewness has to do with the symmetry of the distribution; a skewed variable is a variable whose mean is not in the center of the distribution. Kurtosis has to do with the weakness of a distribution; a distribution is either too peaked (with short, thick tails) or too flat (with long, thin tails)”.

b) Linearity Test

According to Hair et. al. (2006) the main purpose of the linearity test is to ensure that the correlation is representing the association between the variables; otherwise, it will be considered as non-linear. The scatter plot diagram was used to test the linearity between the variables (Pallant, 2007).

c) Outliers

The outliers described the abnormal data behavior (P. Filzmoser, 2003). In other words, the results of data entry errors, observation errors, or actual extreme values from self-report data, or instrument errors based on layout or instructions will lead to the outliers (Schumacker & Lomax, 2010).

The basis for multivariate outlier detection is the Mahalanobis distance. The standard method for multivariate outlier detection is strong estimation of the parameters in the Mahalanobis distance and the assessment with a critical value of the χ^2 distribution (Rousseeuw and Van Zomeren, 1990). However, values larger than this critical value are not automatically outliers, they could still belong to the data distribution. In order to differentiate between extremes of a distribution and outliers, Garrett (1989) introduced the χ^2 plot, which draws the empirical distribution function of the strong Mahalanobis distances against the χ^2 distribution. A break in the tail of the distributions is an indication for outliers, and values beyond this break are discarded repeatedly.

3.7.2 Factor Analysis

Factor analysis was done in relation to multiple-indicator measures to determine whether groups of indicators tend to bunch together to form different clusters, referred to as factors (Bryman A., 2016). The main goal is to reduce the number of variables which the researcher needs to deal with. Factor analysis is used to endorse the dimensions of the concept that have been operationally defined, as well as indicating which of the items are most proper for each dimension (Sekaran and Bougie, 2010). It shows whether the dimensions are truly selected by the items in the measure, as theorized.

3.7.2.1 Prerequisite for Factor Analysis

Before conducting factor analysis, prerequisite tests must be completed in order to permit the factor analysis process. The tests are as follow:

3.7.2.1.1 Kaiser Mayer Olkin (KMO)

According to Cerny, C.A., & Kaiser, H.F. (1977) Kaiser-Meyer-Olkin (KMO) Test is a measuring tool to ensure the suitability of the data for Factor Analysis. The test measures sampling adequacy for each variable involved in the study model to ensure the model is completed. The test also measures the proportion of the affected variable. If the proportion is lower, it means that the data used is appropriate for Factor Analysis.

KMO returns values between 0 and 1. The requirement for understanding the statistic:

- i. KMO values between 0.8 and 1 indicate the sampling is acceptable.
- ii. KMO values less than 0.6 indicate the sampling is not acceptable and that corrective action should be taken. Some authors put this value at 0.5, so use your own consideration for values between 0.5 and 0.6.
- iii. KMO Values close to zero means that there are large partial correlations compared to the sum of correlations. In other words, this result shows a large problem for factor analysis.

For reference, Kaiser put the following values on the results:

- 0.00 to 0.49 unacceptable.
- 0.50 to 0.59 miserable.
- 0.60 to 0.69 mediocre.
- 0.70 to 0.79 middling.
- 0.80 to 0.89 meritorious.
- 0.90 to 1.00 marvellous.

3.7.2.1.2 Bartlett's Test

Bartlett's test for homogeneity of variances is used to test whether variances are equal for all samples. It checks if the assumption of equal variances is true before running certain statistical tests like the One-Way ANOVA. It's used when you're fairly certain your data comes from a normal distribution. A similar test, called Levene's test, is a better choice for non-normal distributions (George W. Snedecor & William G. Cochran, 1989).

Bartlett's test for Sphericity compares your correlation matrix (a matrix of Pearson correlations) to the identity matrix. In other words, it checks if there is a redundancy between variables that can be summarized with some factors (George W. Snedecor & William G. Cochran, 1989).

3.7.2.1.3 Anti-Image (including Measurement of Sampling Adequacy (MSA) and Partial Correlation)

The anti-image correlation matrix contains the negatives of the partial correlation coefficients, and the anti-image covariance matrix contains the negatives of the partial covariance. Most of the off-diagonal elements should be small in a good factor model.

A measurement of sampling adequacy (MSA) is a specially designed experiment that seeks to identify the components of variation in the measurement. The measurement evaluates the test method, measuring instruments, and the entire process of obtaining measurements to ensure the integrity of data used for analysis. In other words, MSA measures variables which indicate the appropriateness of applying factor analysis.

3.7.2.1.4 Factor Identification and Labelling

To identify total of factors, the researcher refers to eigenvalues and cumulative eigenvalues. Factors that involved in this study must have Eigenvalues more or equal one (1) and cumulative eigenvalues must be more or equal to 60%. To indicate items that converge in a particular factor, this study will use 0.60 as the factor loading value. Items score above or equal to 0.60 will be converge in the same factor. No single item can be measured if items score below (Meyers, Gamst and Guarino, 2006).

Factor loading is described as a matrix of regression-like weights used to estimate the unique contribution of each factor to the variance in variable but orthogonal, also correlations between variables and factors (Tabachnick & Fidell, 2007). Further, Hair et. *al.* (2010) indicated that the factor can be named after factor loading as ‘minimal factor’ if the factor loadings are greater than ± 0.30 , ‘important’ if the factor loadings are greater than ± 0.40 , and ‘practically significant’ if the factor loadings are greater than ± 0.50 . Therefore, this study used ± 0.50 as the factor loading.

Cross loadings indicate how strongly each item loads on the other (non-target) factors. There should be a gap of at least 0.2 between the primary target loadings and each of the cross loadings. Cross loadings above 0.3 are worrisome (Fabrigar, L. R. et. *al.*, 1999).

3.7.3 Correlation Analysis

Correlation analysis is utilized to better describe how the model suits the data. In this study, correlation analysis was used to test the inter correlation between the variables. It is important to determine the significant correlation and how solid independent variables (perceived organizational support, human resource practices and leadership style) influence dependent variables (turnover intention).

The Pearson correlation is used to measure the significance of linear bivariate between the independent and dependent variables thereby achieving the objectives of

this study (Hair et. *al.*, 2006). According to Sekaran (2003), the Pearson correlation is used to measure between two or more variables to test whether it has significant relationship, either positive or negative correlations of relationship. The symbol of a correlation coefficient is r , and its range is from - 1.00 to + 1.00. The closer the measure is to 1.00, the more likely the relationship is statistically significant (Muchinsky, 1993). In this study, researcher indicates the scale outlined by Syahrulniza (2015) quoted from Hair, Money, Samuel and Page (2007) where relationship between variables are shown as follow:

Table 3.7.3

The Coefficient Scale and Relationship Strength of Correlation

Coefficient Scale	Relationship Strength
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	Strong
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Weak
0.00 to ± 0.20	Very Weak

Source: Hair, Money, Samuel and Page (2007) adapted by Syahrulniza (2015)

3.7.4 Regression Analysis

Regression analysis is a set of statistical procedures used to predict and explain the value of dependent variable based on the value of one or more independent variables (Syahrulniza, 2015). In other words, regression analysis is a statistical tool for the investigation of relationships between variables (Alan O. Sykes, 1993).

Regression analysis is used in this study to analyse the influence on the relationship between dependent variable and independent variables (Fah and Hoon, 2009). In other words, regressions are a statistical tool that allows you to examine how multiple independent variables are related to a dependent variable. Once you have identified how these multiple variables relate to your dependent variable, you can get information about all the independent variables and use it to make much more powerful and accurate predictions about why things are the way they are. In addition, regression analysis will help to find out the strength of the relationship that be present between dependent variable and independent variables, if there is a significant relationship between two variables that can be develop through correlation test (Alan O. S., 1993).

3.7.4.1 Multicollinearity (VIF and Tolerance)

Multicollinearity test is an examination that is executed before performing the regression analysis. Field (2009) stated that Multicollinearity exists when any single predictor is highly correlated with another set of predictor variables. This study also conducted two statistical factors, namely tolerance value and variance inflation factor

(VIF). Hair et. al. (2006) and Pallant (2007) emphasized that the threshold for tolerance values must be more than 0.1 and for VIF, less than 10. According to Hair et. al. (2010) tolerance value is the amount of variability of the selected independent variable. Should Multicollinearity be small degree, tolerance value should be high, meaning that, the other independent variables do not altogether have any worth amount of shared variance (Hair et. al., 2010).

3.7.4.2 Residual Violation (Case wise diagnostics and Durbin Watson)

According to Pallant (2007), a case-wise diagnostic must be examined and this test can be used to indicate which case is an extreme outlier. Tabachnick and Fidell (2007) suggested that case-wise value should be greater than 2. Additionally, they also indicated that the Durbin-Watson test is used for identifying residual violation by detecting any presence of autocorrelation. The residual violation does not exist if the value recorded is between 1.5 – 2.5.

3.7.4.3 *F*-value, β value and R^2 value

In evaluating regression analysis, this study evaluated *F*-value, β value and the R^2 value. The value of *F* is explained by Hair et. al. (2010) as a statistical test to test the prediction accuracy of a variable over that of the variables already in equation. If the *F*-value is statistically significant (typically $p < .05$), this signifies that the model using the predictors did a good job of predicting the outcome variable whilst Hair et. al. (2010) indicated that if *F*-value does not have any significance, it must be eliminated.

To test the contribution of independent variable on dependent variable, the “t-test” must be conducted (Hair et. *al.*, 2010). In t-test examination, Hair et. *al.* (2010) indicated that β value is conducted to test the contribution of the independent variables within the framework; thus, the independent variables can reflect the relative influence on the dependent variables. To interpret the value of β , Pallant (2011) indicated that the variable can be a unique contribution if the value of β is less than 0.05, while if the variable is greater than 0.05, it is not making a unique contribution in the prediction of the dependent variable.

In order to test the contribution of factors under study on the dependent variable, this study looked into the R^2 value. Hair et. *al.* (2010) asserted that R^2 is used to show the percentage of variance of how far dependent variables is influence by independent variables. The coefficient value of R^2 can vary between 0 and 1 (Hair et. *al.*, 2010), and the higher value of R^2 signifies the greater the prediction of the dependent variable.

3.8 Conclusion

This chapter has explained the research method for the study. It describes how the sample of respondents was obtained, development of the research materials, and the data collection procedure. This chapter also briefly explains the adoption of several analyses such as correlation and regression analysis to test the research hypothesis. The results of the study are reported in Chapter 4.

CHAPTER 4

RESEARCH FINDINGS

4.1 Introduction

This chapter provides and presents the findings of the study. The first part deliberates on descriptive analysis which involves demographic study on respondents. The second part depicts the inferential analysis including data screening, factor analysis, correlation analysis and multiple regression analysis. The final segment of this chapter reports the findings which respond to the research objectives.

The data of this study was analyzed using statistical package for the social sciences (SPSS) version 22.0 for Windows. Frequency and percentage were applied in analyzing the respondents' demographic profile such as age, gender, position, academic qualification, years in current position and current status of contract of employment. The statistical method, Pearson Correlation, was employed to determine the existence of relationships between perceived organizational support, human resource practices, leadership styles and employee's turnover intention among Generation-Y employees in Selangor manufacturing companies.

The questionnaire was distributed to approximately 400 randomly selected employees who work at manufacturing companies located at 4 regions in Selangor. The employees involved are from clerical, production operation and managerial levels.

From the distributed questionnaires, a total of 200 responses were collected. However, only 177 questionnaires were completed and used for the analysis of this study. As such, the response rate was 50% and the completion rate was 88.5%. According to Hair, Anderson, Tatham & Black (1995), response rate which is 50% and above is generally regarded as acceptable whilst a response rate which is more than 80% would be greatly desired. In this study, the result rate of 50% was somewhat expected as the subject matter was sensitive and some employees were concerned on the confidentiality of their frank responses to the survey as the researcher does not have any relationship with the company and only depends on the networking that he has with one of the officers in that particular company involved.

4.2 Respondents' profile

A total of approximately 300,000 young employees are involved in clerical, production operation and managerial levels in manufacturing companies in Selangor. According to sampling table identification suggested by Krejcie and Morgan (1970), the required sample size is 384. In this study, a total of 400 questionnaires were distributed to executive and non-executive employees in various companies in Selangor. At the end of this study, a total of 200 completed questionnaires were received but only 177 is usable as depicted in Table 4.2 below. The summary of the demographic analysis of the respondent who participated in this research study is shown in Table 4.2.

Table 4.2 *Total of Returned Questionnaires*

Description	Number
Total Population	300,000
Total Sampling	384
Total Questionnaire Distributed	400
Total Questionnaire Returned	200
Total Questionnaire Usable	177
Percentage Questionnaire Returned	50%

4.2.1 Gender and Age

The sample consisted of 49.2% female and 50.8% male respondents. The respondents with age group younger than 20 years old consist of 2.3% and 21 to 29 years old encompassed 57.1% whilst 40.7% of the respondents are 30 to 39 years old.

4.2.2 Position, Academic Qualification and Years in Current Employer

The majority of respondents (57.1%) are executives. Next largest group is the non-executives at 41.2% followed by 1.7% respondents choosing not to respond to the question given. Most of the respondents (46.9%) have, at least, Bachelor Degree while others are Diploma (27.1%) SPM and Master Degree holders. qualification such as Diploma (27.1%), SPM (18.1%) and Master Degree (7.3%). Only 0.6% or 1 respondent does not answer which category he belongs to. Majority of the respondents

(34.5%) have been working in the organization between 1 to 5 years, while 23.2% of the respondents have been working between 6 to 10 years. 12.4% of the respondents have been working between 16 to 20 years and 11.3% have been working for more than 20 years. Another category shows that only 9% of the respondents have been working between 11 to 15 years.

4.2.3 Current Status of Employment

Majority of the respondents (68.4%) represent the status of permanent employees while 16.9% of the respondents represent the status of fixed employees and the rest of the respondents (13%) are temporary employees. Only 1.7% or 3 respondents did not respond to the question asked.

The respondents' profiles are considered balanced between male and female respondents and majority of them are Generation Y or Millennials i.e. below 39 years old, which is consistent with the target group needed. Table 4.2.4 presents detailed information on the respondents' demographic profile.

Table 4.2.4 Demographic Analysis (n = 177)

	Variable	Frequency	Percentage (%)
GENDER	Male	90	50.8
	Female	87	49.2
AGE	Younger than 20 years old	4	2.3
	21-29 years old	101	57.1
	30-39 years old	72	40.7
CURRENT POSITION	Executives	101	57.1
	Non-Executives	73	41.2
	No Respond	3	1.7
HIGHEST ACADEMIC QUALIFICATION	SPM	32	18.1
	Diploma	48	27.1
	Bachelor Degree	83	46.9
	Master Degree	13	7.3
	No Respond	1	0.6
YEARS IN CURRENT EMPLOYER	Less than 1 Year	17	9.6
	1 to 5 years	61	34.5
	6 to 10 years	41	23.2
	11 to 15 years	16	9

	16 to 20 years	22	12.4
	20 years or more	20	11.3
CURRENT STATUS OF EMPLOYMENT	Permanent (Indefinite)	121	68.4
	Fixed	30	16.9
	Temporary	23	13
	No Respond	3	1.7

4.3 Reliability Test

In order to test the reliability of the measurement used in this research, a pilot study was conducted. A reliability score of less than 0.60 is considered to be weak but a score of 0.80 range is considered as good whilst 0.70 is regarded as acceptable (Sekaran and Bougie, 2013). The closer the reliability coefficient to 1.0, the more the internal consistency reliability will be.

The reliability test is the extent to which a measure is free of errors (Zikmund, Babin, Carr and Griffin, 2010) and produces consistent results (Gay and Diehl, 1996). Table 4.3.1 shows the summary of reliability test results for each variable in this research and Table 4.3.2 shows the reliability test results in relation to the items used.

Table 4.3.1 *Reliability Test Result*

Measurement	No. Items	Cronbach's Alpha (α)
Employee's Turnover Intentions	4	0.933
Perceived Organizational Support	5	0.663
Training and Development	5	0.939
Compensation and Benefits	6	0.897
Career Development	5	0.862
Performance Appraisal	5	0.901
Transformational Leadership	9	0.972
Transactional Leadership	8	0.919
Laissez Faire Leadership	4	0.851

In reliability test for Transformational Leadership, the researcher discarded 1 case, namely D2A to ensure the result is acceptable ($\alpha = 0.972$). In Transactional Leadership, the researcher also discarded 2 items, namely D7B and D9B to get an acceptable reliability value ($\alpha = 0.919$).

Table 4.3.2 *Cronbach alpha value for each variable understudied*

Variable	No.	Items	α value
Employee's Turnover Intention	A1	I often think about quitting.	0.933
	A2	It is likely that I will actively look for a new job next year.	
	A3	I will probably look for a new job next year.	
	A4	I often think of changing my job.	
Perceived Organizational Support	B1	The organization values my contribution to its well-being	0.663
	B2	The organization strongly considers my goals and values	
	B3	I will probably look for a new job next year.	
	B4	The organization disregards my best interests when it makes decisions that affect me	
	B5	The organization would forgive an honest mistake on my part	
Training and Development	C1A	My organization provides its employees with good opportunities to undertake in-house job-specific training	0.939
	C2A	My organization provides a good environment for new recruits to learn job-specific skills and knowledge	
	C3A	My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be of use to me in my future career	
	C4A	My organization provides its employees with good opportunities to undertake general training programs and seminars outside of the organization	
	C5A	My organization provides assistance for its employees to take management training and development courses externally at educational institutions	

Compensation and Benefits	C1B	I am very satisfied with my salary.	0.897
	C2B	My employee's benefits are very good.	
	C3B	I receive an additional bonus if I do additional work.	
	C4B	I believe that the salaries are fair and there are no favoritism.	
	C5B	Salaries are competitive compared to other similar organizations.	
	C6B	There are opportunities for recognition in my job.	
Career Development	C1C	Compared to our closest competitors, I feel that there are better chances for internal promotion in my firm	0.862
	C2C	The firm possesses mechanisms for internal promotion	
	C3C	I consider that I have real options for internal promotion in my organization	
	C4C	I am satisfied with my chances for promotion	
	C5C	I feel I have already achieved all I want to achieve in my career	
Performance Appraisal	C1D	I am satisfied with the way my organization provides me with feedback	0.901
	C2D	The feedback I receive on how I do my job is highly relevant	
	C3D	I think that my organization attempts to conduct performance appraisal the best possible way	
	C4D	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance	
	C5D	Performance appraisal is valuable to me as well as to my organization	

Transformational Leadership	D1A	I have complete confidence in my manager	0.972
	D3A	My manager engages in words and deeds which enhances image of competence	
	D4A	My manager serves as a role model for me	
	D5A	Instills pride in being associated with him/her	
	D6A	My manager displays extraordinary talent and competence in whatever he/she decides	
	D7A	I am ready to trust him/her to overcome any obstacle	
	D8A	My manager listens to my concerns	
	D9A	My manager makes me aware of strongly held values, ideals, and aspirations which are shared in common	
	D10A	My manager shows how to look at problems from new angles	
	Transactional Leadership	D1B	
D2B		Discusses in specific terms who is responsible for achieving performance targets	
D3B		Makes clear what one can expect to receive when performance goals are achieved	
D4B		Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	
D5B		Concentrates his/her full attention on dealing with mistakes, complaints, and failures	
D6B		Keeps track of all mistakes	
D8B		Fails to interfere until problems become serious	
D10B		Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	

Laissez Faire Leadership	D1C	Leadership should be inspirational.	0.851
	D2C	My leader has power to influence workers and that comes from his status and position.	
	D3C	My leader makes vague explanations of what is expected from subordinates.	
	D4C	My leader asks subordinates for suggestion on what assignments to be made.	

4.4 Data Screening

In order to guarantee that the collected data are normal, homogeneous and linear, a data screening was undertaken. The results included normality test and linearity test on this research. For purposes of linearity test, the researcher had conducted scatter plotting as well as testing the normality by measuring values of Skewness and Kurtosis.

4.4.1 Normality Test

To test normality of data, the researcher examined Skewness and Kurtosis values of variables. If the values of Skewness and Kurtosis exceeded a critical value, then the distribution is non-normal in terms of its characteristics (Hair Jr, et. al., 1998). The suggestion for the critical values for Skewness and Kurtosis values are ± 1.96 which corresponds to a 0.05 error level. Table 4.4.1 shows the Skewness and Kurtosis values for each variable dimension in this research.

Table 4.4.1 *Skewness and Kurtosis Values*

Variables	Skewness	Kurtosis
Employee's Turnover Intention	0.049	- 0.392
Perceived Organizational Support	- 0.800	2.051
Training and Development	- 0.732	- 0.023
Compensation and Benefits	- 0.234	- 0.095
Career Development	- 0.479	0.377
Performance Appraisal	- 0.640	0.091
Transformational Leadership	- 0.662	0.128
Transactional Leadership	- 0.822	0.823
Laissez Faire Leadership	- 1.139	1.466

In Normality Test, the researcher identified Kurtosis value for IV (Perceived Organizational Support) and it exceeded a critical value of 1.96 (2.051). In order to solve this problem, the researcher did a reliability test again on IV (Perceived Organizational Support) discarding 2 items, namely item B3 and B4, to ensure that the result is acceptable ($\alpha = 0.760$). This variable is also renamed as POS1. Table 4.3.2 shows the new reliability test results to the items used under variables POS1.

Table 4.4.2 *Cronbach alpha value for IV (POS1)*

Variable	No.	Items	α value
Perceived Organizational Support	B1	The organization values my contribution to its well-being	0.760
	B2	The organization strongly considers my goals and values	
	B5	The organization would forgive an honest mistake on my part	

After completing the reliability test on IV (POS1), the researcher has retested the Normality of the data. Table 4.3.3 below shows the new Skewness and Kurtosis values of variables.

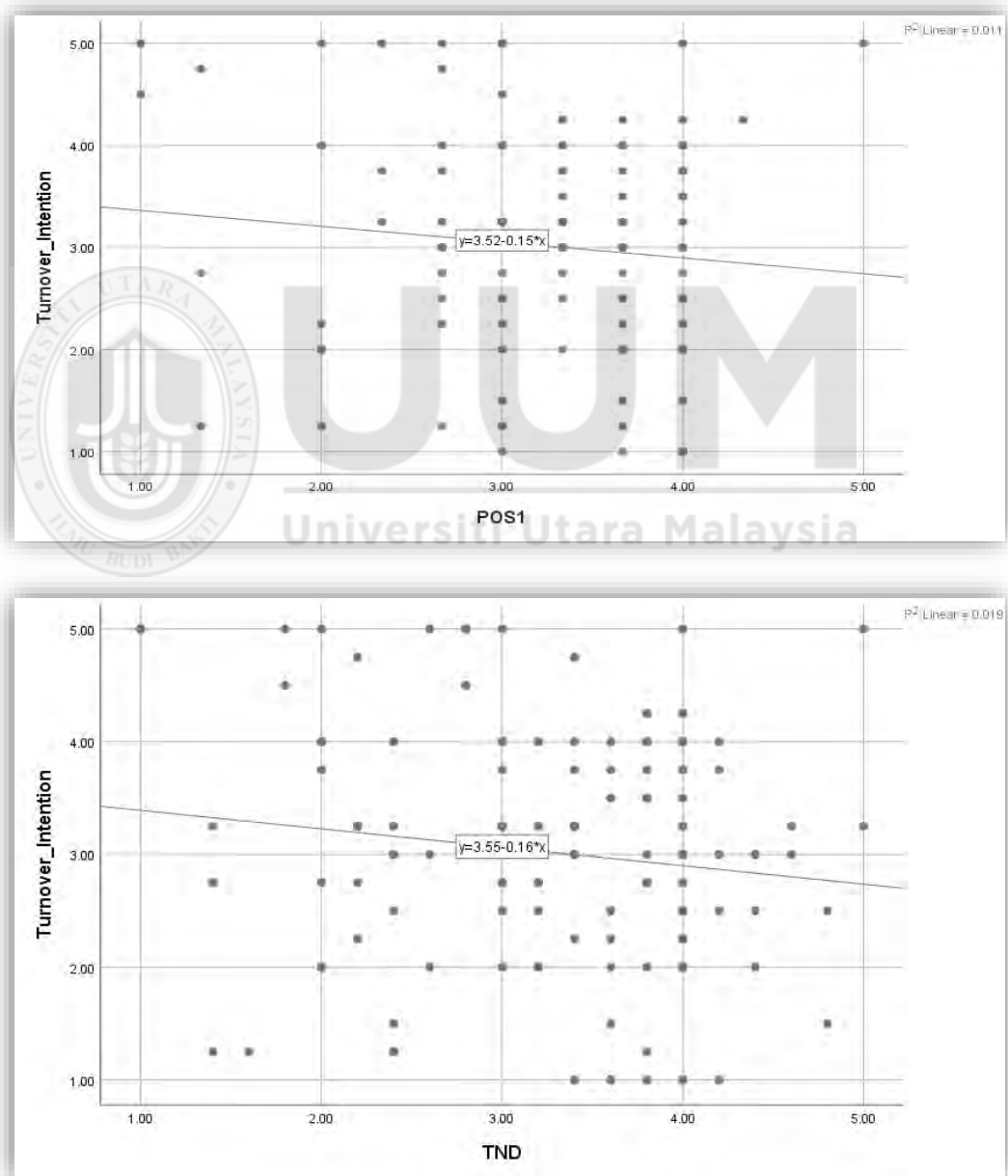
Table 4.4.3 *Skewness and Kurtosis Values (new)*

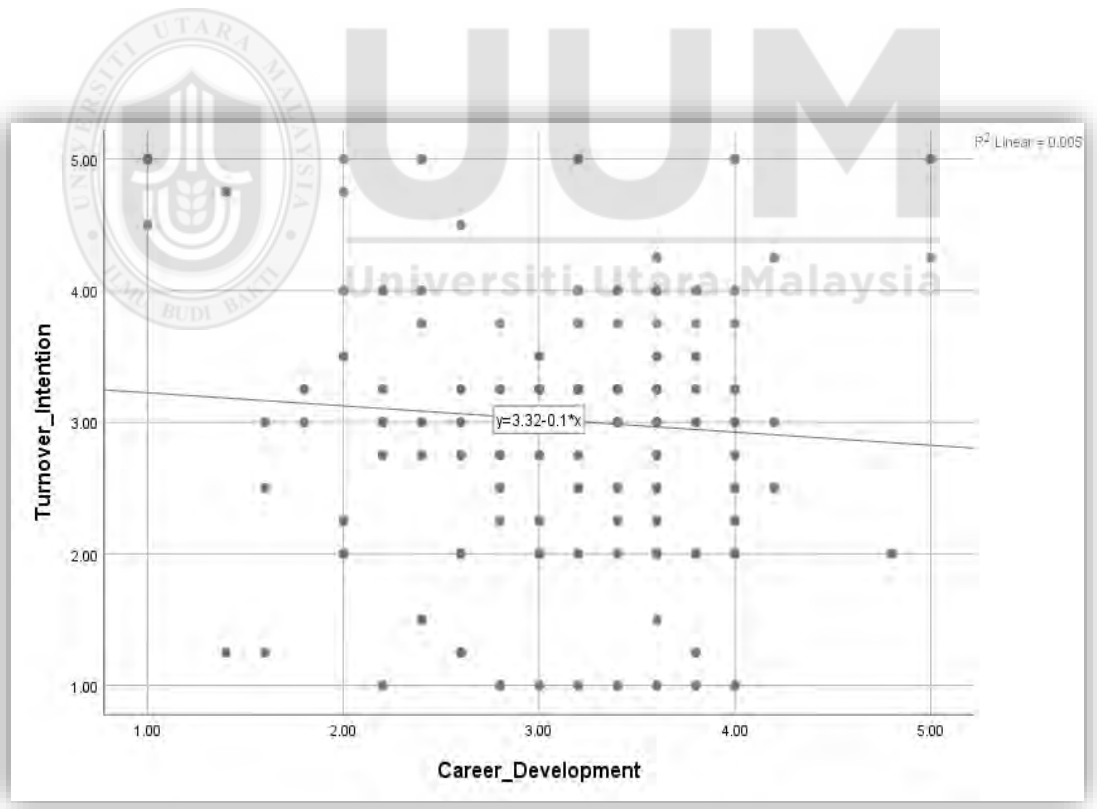
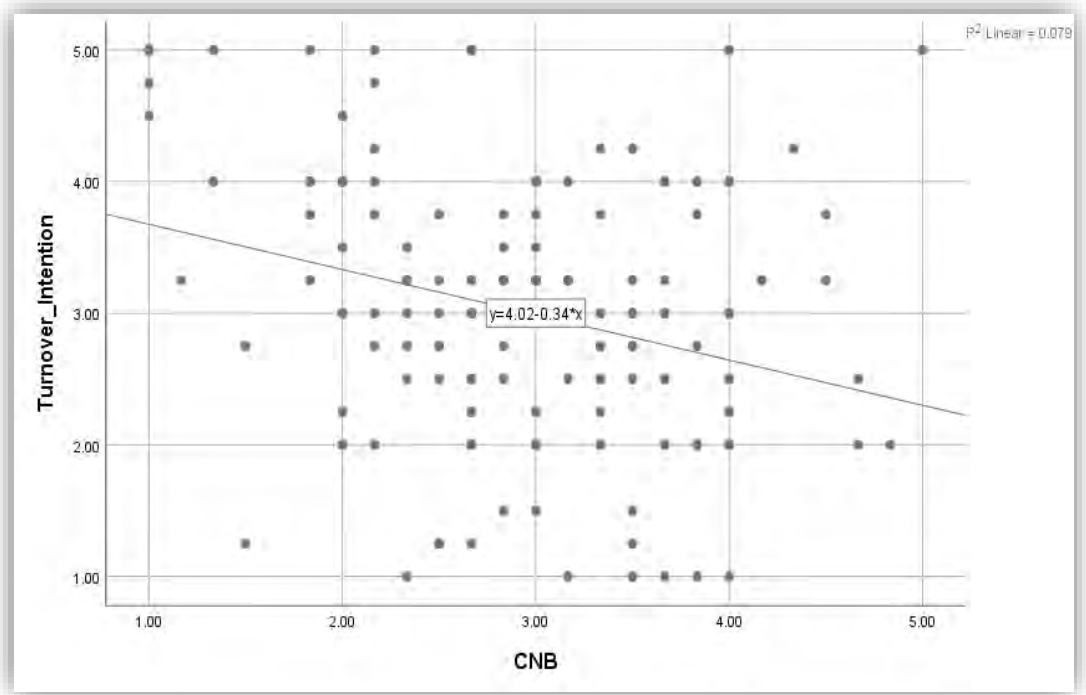
Variables	Skewness	Kurtosis
Employee's Turnover Intention	0.049	- 0.392
Training and Development	- 0.732	- 0.023
Compensation and Benefits	- 0.234	- 0.095
Career Development	- 0.479	0.377
Performance Appraisal	- 0.640	0.091
Transformational Leadership	- 0.662	0.128
Transactional Leadership	- 0.822	0.823
Laissez Faire Leadership	- 1.139	1.466
POS1	- 0.910	0.988

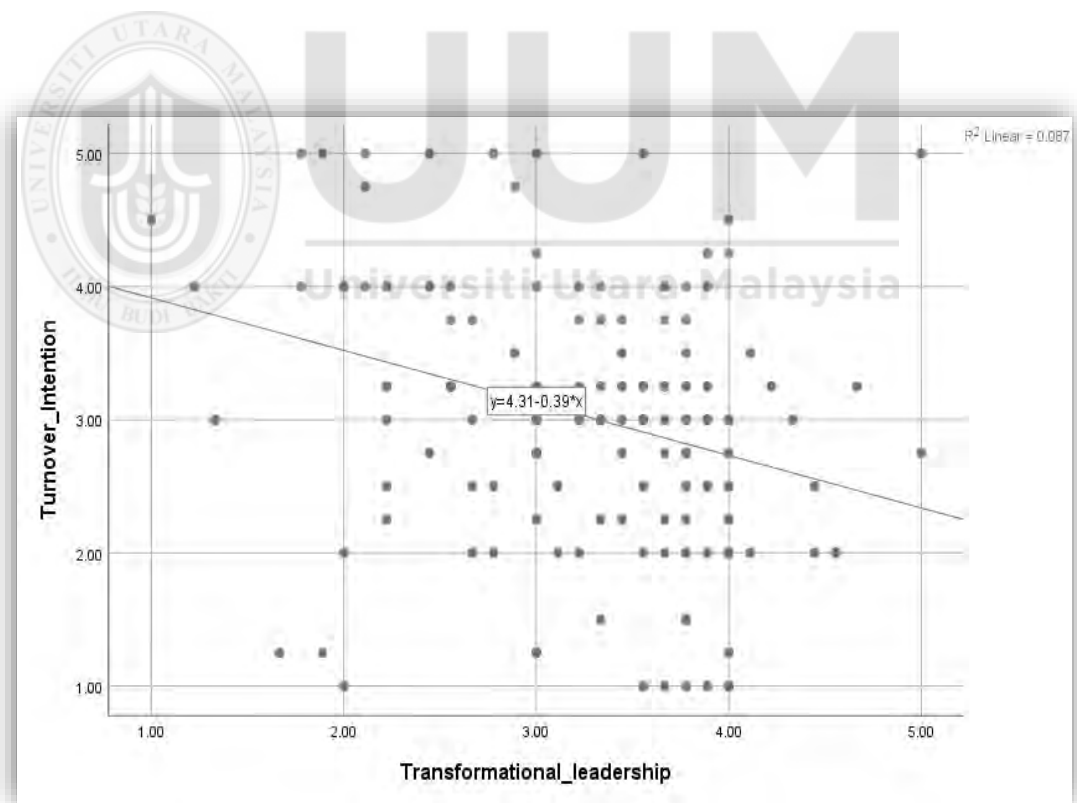
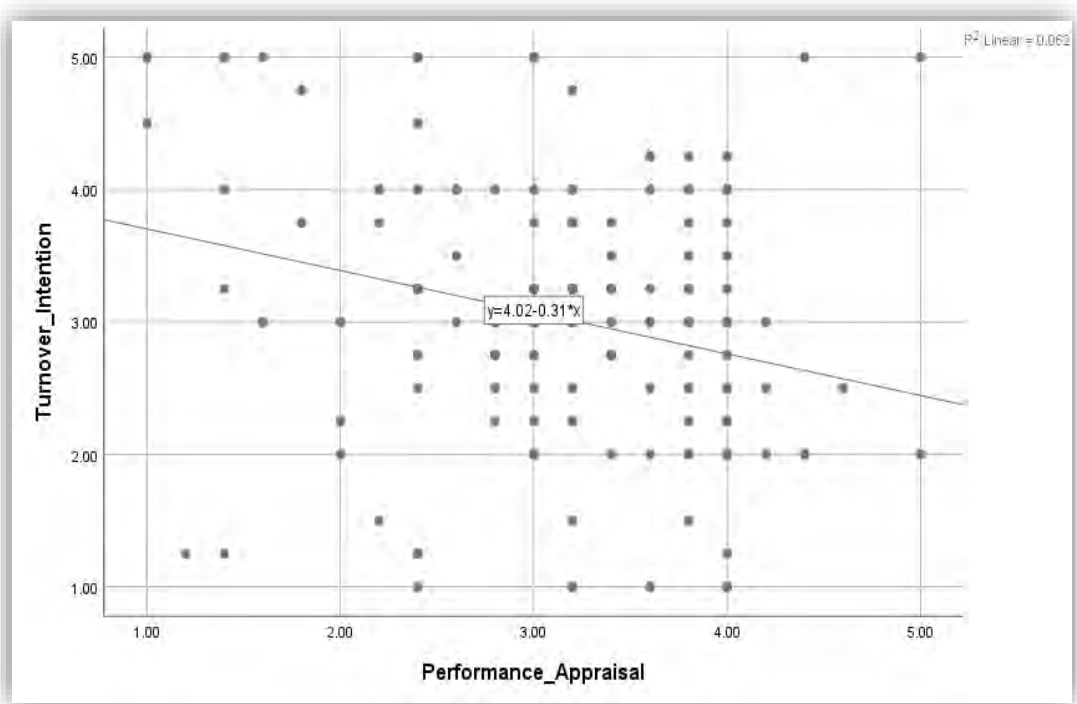
4.4.4 Linearity Test

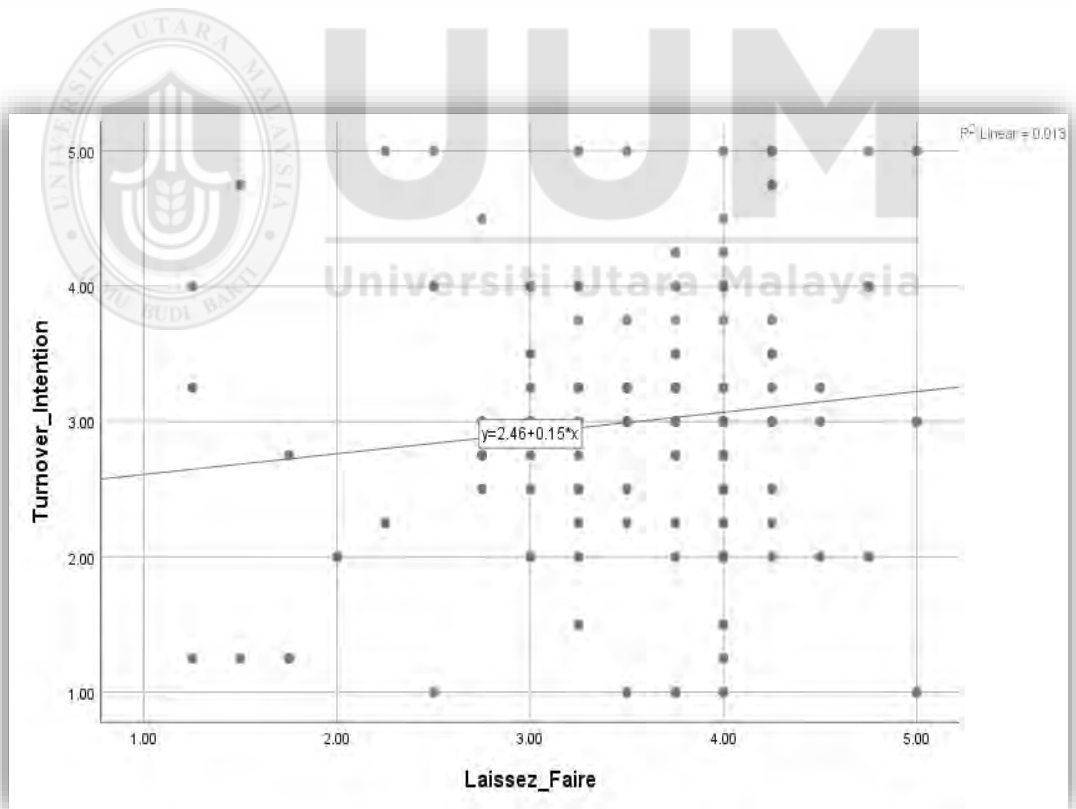
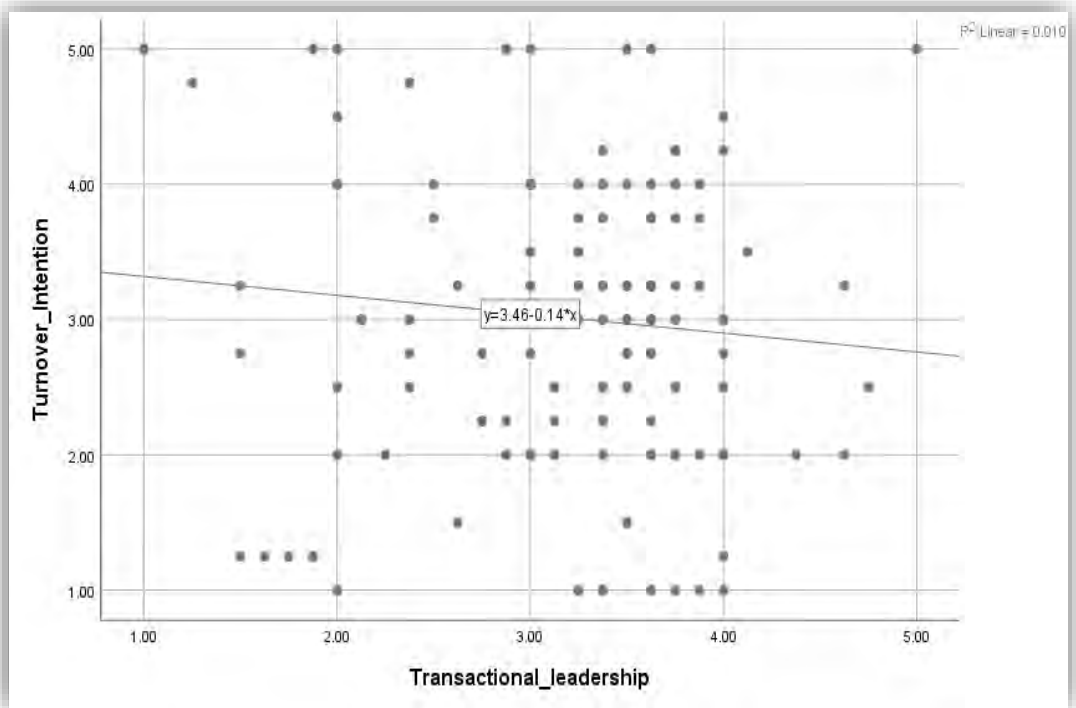
To examine the linearity between independent variables and dependent variable, the researcher referred to the scatter plot graphs. The scatter dots represent the relationship between variables and must be in a straight line. Figure 4.4.5 below are the scatter plot graphs which show the linearity pattern between the variables.

Figure 4.4.5 Scatter Plot Graphs









From the diagrams above, it can be seen that all scatter plot graphs are linear. Although the overall point is not perfect, scattered dots appear to reflect a sufficient linearity in the relationship between independent variables and dependent variable.

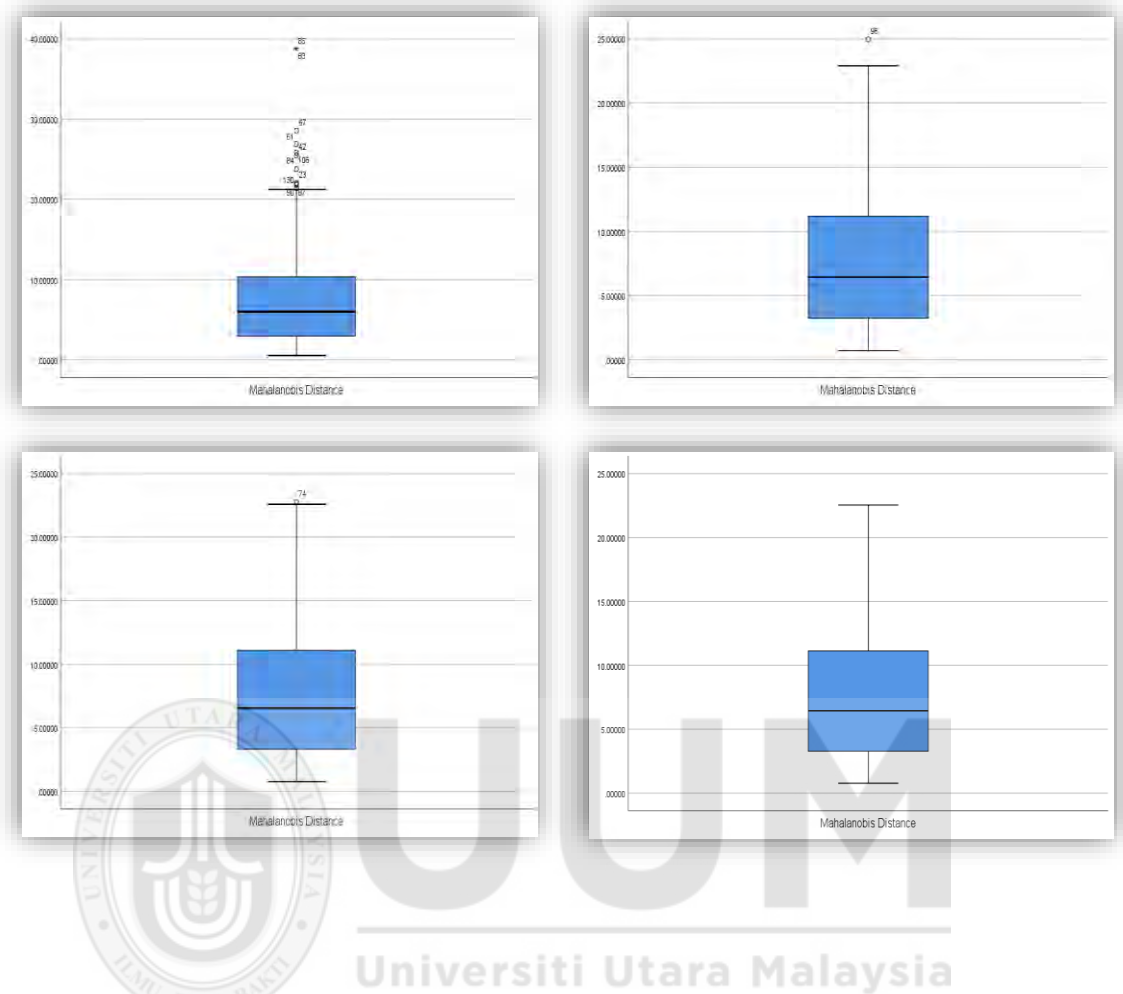
4.5 Multivariate Outliers

Cases with the extreme or unusual values on a single variable or a combination of variables are termed as outliers (Meyers, Gamst and Guarino, 2006). Outliers are extreme values that do not seem to fit with the majority of a data set. The outliers in this study were removed so that these extreme values will not have a large effect on any conclusions of this study. The extreme samples or outliers were detected using Mahalanobis' distance process.

This process was conducted repeatedly, and out of 177 original samples, 13 outliers have been detected and removed from future analysis in this study. Therefore, the remaining respondents for further analysis stay at 164.

Figure 4.5.1 below, which depicts the Mahalanobis Box Plot, has shown that there are extreme values. It shows that all outliers have been removed using Mahalanobis' distance and the researcher has discarded 13 cases identified as outliers which are removed from future analysis in this study.

Figure 4.5.1 Mahalanobis Box Plot



4.6 Factor Analysis

Factor analysis is performed to summarize the information contained in a large number of variables into a smaller number of factors (Zikmund et. al., 2010). It is also an additional means of determining whether items are tapped into the same construct (Coakes, Steed and Ong, 2010).

Factor analysis was performed separately for each set of independent and dependent variables based on the study instruments. The idea was to determine the

discriminant factors and the convergent of items bunched in particular dimensions or factors.

Before the factor analysis was performed, the researcher first examined the anti-image correlation, KMO test and Bartlett's test of sphericity. The anti-image correlation shows that all measures of sampling adequacy (MSA) values for all variables are well above the acceptable level of 0.5. In addition, partial correlations results show that all values are not exceeding 0.7. Hence, the variables are suitable for factor analysis.

Other tests that were performed to ensure the appropriateness to conduct factor analysis were Bartlett test and KMO measurement. According to Meyers, Gamst and Guarino (2006), KMO measurement of sampling adequacy for every variable must be greater than 0.5 and Bartlett's test must be significant at a significant level of $p < 0.05$. Table 4.5 below indicates the KMO and Bartlett's test values for each variable used in this study.

Table 4.6 *KMO and Bartlett's Test Value*

Variables	KMO Value	Bartlett's Test Value
Employee's Turnover Intention	0.802	0.000
Perceived Organizational Support	0.678	0.000
Training and Development	0.863	0.000
Compensation and Benefits	0.840	0.000
Career Development	0.809	0.000
Performance Appraisal	0.820	0.000
Transformational Leadership	0.916	0.000
Transactional Leadership	0.868	0.000
Laissez Faire Leadership	0.790	0.000

Table 4.6 shows that the KMO value score for employee's turnover intention, perceived organizational support, training and development, compensation and benefits, career development, performance appraisal, transformational leadership, transactional leadership and laissez faire leadership are 0.802, 0.678, 0.863, 0.840, 0.809, 0.820, 0.916, 0.868 & 0.790 respectively. In addition, the Bartlett's test value reveals that each variable in this study has significant level of less than 0.05. Therefore, this score value has enabled the researcher to conduct a factor analysis process.

4.6.1 Factor Analysis for Employee's Turnover Intention

Table 4.6.1.1 below reveals anti-image correlation which indicates the size of sampling adequacy (MSA) for all variables. MSA value must exceed the acceptance level of 0.5. Therefore, in measuring the employee's turnover intention, no items were removed from the final four items because all items are at the level of acceptance and for partial correlation, all values are below 0.7.

Table 4.6.1.1 *Anti-image Correlation Results*

Anti-image Matrics

		A1	A2	A3	A4
Anti-image Correlation	A1	.817 ^a	-.491	.070	-.394
	A2	-.491	.773 ^a	-.578	-.012
	A3	.070	-.578	.783 ^a	-.430
	A4	-.394	-.012	-.430	.841 ^a

a. Measures of Sampling Adequacy (MSA)

To identify the result of employee's turnover intention, the researcher examined all the factors from the Eigenvalues table. In evaluating Eigenvalues, the researcher considered factors that scored Eigenvalues 1 or greater and total cumulative variance percentage more than or equal to 60%. With reference to Table 4.6.1.2, the researcher only obtained one factor score of Eigenvalue which has a cumulative percentage of 83.9%.

Table 4.6.1.2 *Eigenvalue for Employee's Turnover Intention*

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.360	83.992	83.992	3.360	83.992	83.992
2	.274	6.844	90.836			
3	.251	6.286	97.122			
4	.115	2.878	100.000			

Extraction Method: Principal Component Analysis.

Factor loading was used to indicate items that were clustered in each factor.

This research has applied ± 0.5 as the minimum value for factor loading. Table 4.6.1.3 shows the rotated component matrix for employee's turnover intention.

Table 4.6.1.3 *Rotated Component Matrix for Employee's Turnover Intention*

Rotated Component Matrix^a

	Component
	1
It is likely that I will actively look for a new job next	.935
I will probably look for a new job next year	.922
I often think of changing my job	.906
I often think about quitting	.903

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Based on the result in Table 4.6.1.3, the researcher extracted Factor 1 by Rotated Component Matrix. Factor 1 consists of 4 items including "It is likely that I will actively look for a new job next", "I will probably look for a new job next year",

“I often think of changing my job”, and “I often think about quitting”. Factor 1 for employee’s turnover intention scored Cronbach’s Alpha value of 0.933. This factor’s name is maintained as turnover intention.

4.6.2 Factor Analysis for Perceived Organizational Support

Table 4.6.2.1 shows reveals anti-image correlation which indicates the size of sampling adequacy (MSA) for all variables. MSA value must exceed the acceptance level of 0.5. Therefore, in measuring the perceived organizational support, no items were removed from the final three items because all items are at the level of acceptance and for partial correlation, all values are below 0.7.

Table 4.6.2.1 *Anti-image Correlation Results*

Anti-image Matrics

		B1	B2	B5
Anti-image Correlation	B1	.637^a	-.574	-.304
	B2	-.574	.653^a	-.203
	B5	-.304	-.203	.792^a

a. Measures of Sampling Adequacy(MSA)

To identify the result of perceived organizational support, the researcher examined all factors from the Eigenvalues table. In evaluating Eigenvalues, the researcher considered factors that scored Eigenvalues 1 or greater and total cumulative

variance percentage more than or equal to 60%. By referring to Table 4.6.2.2, the researcher only obtained one factor score of Eigenvalue which has a cumulative percentage of 71%.

Table 4.6.2.2 *Eigenvalue for Perceived Organizational Support*

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.132	71.068	71.068	2.132	71.068	71.068
2	.553	18.420	89.488			
3	.315	10.512	100.000			

Extraction Method: Principal Component Analysis.

Factor loading was used to indicate items that were clustered in each factor. This research has applied ± 0.5 as the minimum value for factor loading. Table 4.6.2.3 shows the rotated component matrix for perceived organizational support.

Table 4.6.2.3 *Rotated Component Matrix for Perceived Organizational Support*

Rotated Component Matrix^a

	Component
	1
The organization values my contribution to its well-being	.882
The organization strongly considers my goals and values	.865
The organization would forgive an honest mistake on my part	.779

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Based on Table 4.6.2.3 results, the researcher extracted Factor 1 by Rotated Component Matrix. Factor 1 consists of 3 items including “The organization values my contribution to its well-being”, “The organization strongly considers my goals and values” and “The organization would forgive an honest mistake on my part”. Factor 1 for perceived organizational support scored Cronbach’s Alpha value of 0.760. Hence, this factor is named as Perceived Organizational Support (POS).

4.6.3 Factor Analysis for Training and Development

Table 4.6.3.1 shows reveals anti-image correlation which indicates the size of sampling adequacy (MSA) for all variables. MSA value must exceed the acceptance level of 0.5. Therefore, in measuring the training and development, no items were removed from the final five items because all items are at the level of acceptance and for partial correlation, all values are below 0.7.

Table 4.6.3.1 *Anti-image Correlation Results*

Anti-image Matrices

		C1A	C2A	C3A	C4A	C5A
Anti-image Correlation	C1A	.916^a	-.260	-.127	-.286	-.158
	C2A	-.260	.834^a	-.581	.012	-.129
	C3A	-.127	-.581	.846^a	-.174	-.097
	C4A	-.286	.012	-.174	.852^a	-.504
	C5A	-.158	-.129	-.097	-.504	.872^a

a. Measures of Sampling Adequacy(MSA)

To identify the result of training and development, the researcher examined all factors from the Eigenvalues table. In evaluating Eigenvalues, the researcher considered factors that scored Eigenvalues 1 or greater and total cumulative variance percentage more than or equal to 60%. With reference to Table 4.6.3.2, the researcher only obtained one factor score of Eigenvalue which has a cumulative percentage of 78%.

Table 4.6.3.2 *Eigenvalue for Training and Development*

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.901	78.016	78.016	3.901	78.016	78.016
2	.442	8.848	86.864			
3	.287	5.735	92.599			
4	.207	4.133	96.732			
5	.163	3.268	100.000			

Extraction Method: Principal Component Analysis.

Factor loading was used to indicate items that were clustered in each factor.

This research has applied ± 0.5 as the minimum value for factor loading. Table 4.6.3.3 shows the rotated component matrix for training and development.

Table 4.6.3.3 *Rotated Component Matrix for Training and Development*

Rotated Component Matrix^a

	Component
	1
My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	.892
My organization provides a good environment for new recruits to learn job-specific skills and knowledge	.884
My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	.882
My organization provides its employees with good opportunities to undertake in-house job-specific training	.880
My organization provides assistance for its employees to take management training and development courses externally at educational institutions	.877

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Based on Table 4.6.3.3 results, the researcher extracted Factor 1 by Rotated Component Matrix. Factor 1 consists of 5 items including “My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career”, “My organization provides a good environment for new recruits to learn job-specific skills and knowledge”, “My organization provides its employees with good opportunities to undertake general training programs and seminars outside of the organization”, “My organization provides its employees with good opportunities to undertake in-house

job-specific training” and “My organization provides assistance for its employees to take management training and development courses externally at educational institutions”. Factor 1 for employee’s which consists of 5 items scored Cronbach’s Alpha value of 0.939. Hence, this factor is named as training and development.

4.6.4 Factor Analysis for Compensation and Benefits

Table 4.6.4.1 shows reveals that anti-image correlation which indicates the size of sampling adequacy (MSA) for all variables. MSA value must exceed the acceptance level of 0.5. Therefore, in measuring the compensation and benefits, no items were removed from the final six items because all items are at the level of acceptance and for partial correlation, all values are below 0.7.

Table 4.6.4.1 *Anti-image Correlation Results*

Anti-image Matrics

		C1B	C2B	C3B	C4B	C5B	C6B
Anti-image Correlation	C1B	.890^a	-.330	-.108	-.170	-.140	-.198
	C2B	-.330	.780^a	-.339	.259	-.079	-.148
	C3B	-.108	-.339	.814^a	-.518	-.077	.013
	C4B	-.170	.259	-.518	.779^a	-.300	-.149
	C5B	-.140	-.079	-.077	-.300	.884^a	-.320
	C6B	-.198	-.148	.013	-.149	-.320	.891^a

a. Measures of Sampling Adequacy(MSA)

To identify the result of compensation and benefits, the researcher examined all factors from the Eigenvalues table. In evaluating Eigenvalues, the researcher considered factors that scored Eigenvalues 1 or greater and total cumulative variance percentage more than or equal to 60%. By referring to Table 4.6.4.2, the researcher only obtained one factor score of Eigenvalue which has a cumulative percentage of 63.2%.

Table 4.6.4.2 *Eigenvalue for Compensation and Benefits*

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.792	63.198	63.198	3.792	63.198	63.198
2	.727	12.117	75.315			
3	.542	9.037	84.352			
4	.377	6.277	90.629			
5	.342	5.696	96.325			
6	.221	3.675	100.000			

Extraction Method: Principal Component Analysis.

Factor loading was used to indicate items that were clustered in each factor. This research has applied ± 0.5 as the minimum value for factor loading. Table 4.6.4.3 shows the rotated component matrix for compensation and benefits.

Table 4.6.4.3 *Rotated Component Matrix for Compensation and Benefits*

Rotated Component Matrix^a

	Component
	1
I receive an additional bonus if i do additional work	.833
Salaries are competitive compared to other similar organizations	.824
I am very satisfied with my salary	.821
I believe that the salaries are fair and there are no favouritism	.812
There are opportunities for recognition in my job	.786
My employee's benefits are very good	.684

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Based on Table 4.6.4.3 results, the researcher extracted Factor 1 by Rotated Component Matrix. Factor 1 consists of 6 items including “I receive an additional bonus if i do additional work”, “Salaries are competitive compared to other similar organizations”, “I am very satisfied with my salary”, “I believe that the salaries are fair and there are no favouritism”, “There are opportunities for recognition in my job” and “My employee's benefits are very good”. Factor 1 for employee’s which consists of 6 items scored Cronbach’s Alpha value of 0.897. Therefore, this factor is named as compensation and benefits.

4.6.5 Factor Analysis for Career Development

Table 4.6.5.1 shows reveals anti-image correlation which indicates the size of sampling adequacy (MSA) for all variables. MSA value must exceed the acceptance level of 0.5. Therefore, in measuring the career development, no items were removed from the final five items because all items are at the level of acceptance and for partial correlation, all values are below 0.7.

Table 4.6.5.1 *Anti-image Correlation Results*

Anti-image Matrices

		C1C	C2C	C3C	C4C	C5C
Anti-image Correlation	C1C	.818^a	-.479	-.234	-.025	-.081
	C2C	-.479	.813^a	-.281	-.127	-.020
	C3C	-.234	-.281	.844^a	-.369	.000
	C4C	-.025	-.127	-.369	.777^a	-.509
	C5C	-.081	-.020	.000	-.509	.790^a

a. Measures of Sampling Adequacy(MSA)

To identify the result of career development, the researcher examined all factors from the Eigenvalues table. In evaluating Eigenvalues, the researcher considered factors that scored Eigenvalues 1 or greater and total cumulative variance percentage more than or equal to 60%. With reference to Table 4.6.5.2, the researcher only obtained one factor score of Eigenvalue which has a cumulative of 65.5%.

Table 4.6.5.2 Eigenvalue for Career Development

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.273	65.466	65.466	3.273	65.466	65.466
2	.759	15.187	80.652			
3	.410	8.206	88.858			
4	.292	5.836	94.694			
5	.265	5.306	100.000			

Extraction Method: Principal Component Analysis.

Factor loading was used to indicate items that were clustered in each factor.

This research has applied ± 0.5 as the minimum value for factor loading. Table 4.6.5.3

shows the rotated component matrix for career development.

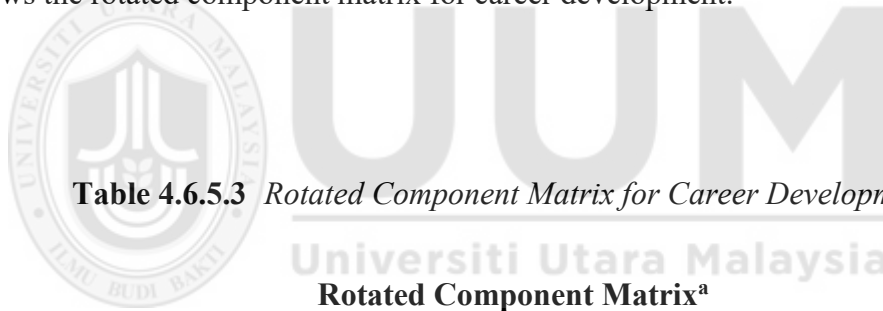


Table 4.6.5.3 Rotated Component Matrix for Career Development

Rotated Component Matrix^a

	Component
	1
I consider that i have real options for internal promotion in my organization	.847
I am satisfied with my chances for promotion	.837
The firm possesses mechanisms for internal promotion	.832
Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	.807
I feel i have already achieved all i want to achieve in my career	.716

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Based on Table 4.6.5.3 results, the researcher extracted Factor 1 by Rotated Component Matrix. Factor 1 consists of 5 items including “I consider that I have real options for internal promotion in my organization”, “I am satisfied with my chances for promotion”, “The firm possesses mechanisms for internal promotion”, “Compared to our closest competitors, I feel that are better chances for internal promotion in my firm” and “I feel I have already achieved all I want to achieve in my career”. Factor 1 for employee’s which consists of 5 items scored Cronbach’s Alpha value of 0.862. Therefore, this factor is named as career development.

4.6.6 Factor Analysis for Performance Appraisal

Table 4.6.6.1 shows reveals anti-image correlation which indicates the size of sampling adequacy (MSA) for all variables. MSA value must exceed the acceptance level of 0.5. Therefore, in measuring the performance appraisal, no items were removed from the final five items because all items are at the level of acceptance and for partial correlation, all values are below 0.7.

Table 4.6.6.1 *Anti-image Correlation Results*

Anti-image Matrics

		C1D	C2D	C3D	C4D	C5D
Anti-image Correlation	C1D	.792^a	-.630	.019	-.380	.060
	C2D	-.630	.768^a	-.502	-.023	-.093
	C3D	.019	-.502	.867^a	-.061	-.124

	C4D	-.380	-.023	-.061	.846^a	-.436
	C5D	.060	-.093	-.124	-.436	.861^a

a. Measures of Sampling Adequacy(MSA)

To identify the result of performance appraisal, the researcher examined all factors from the Eigenvalues table. In evaluating Eigenvalues, the researcher considered factors that scored Eigenvalues 1 or greater and total cumulative variance percentage more than or equal to 60%. By referring to Table 4.6.6.2, the researcher only obtained one factor score of Eigenvalue which has a cumulative percentage of 73.9%.

Table 4.6.6.2 *Eigenvalue for Performance Appraisal*

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.700	73.991	73.991	3.700	73.991	73.991
2	.579	11.588	85.579			
3	.371	7.428	93.008			
4	.237	4.746	97.753			
5	.112	2.247	100.000			

Extraction Method: Principal Component Analysis.

Factor loading was used to indicate items that were clustered in each factor. This research has applied ± 0.5 as the minimum value for factor loading. Table 4.6.6.3 shows the rotated component matrix for performance appraisal.

Table 4.6.6.3 *Rotated Component Matrix for Performance Appraisal*

Rotated Component Matrix^a

	Component
	1
The feedback I receive on how I do my job is highly relevant	.920
I am satisfied with the way my organization provides me with feedback	.902
My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance	.864
I think that my organization attempts to conduct performance appraisal the best possible way	.846
Performance appraisal is valuable to me as well as to my organization	.758

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Based on Table 4.6.6.3 results, the researcher extracted Factor 1 by Rotated Component Matrix. Factor 1 consists of 5 items including “The feedback I receive on how I do my job is highly relevant”, “I am satisfied with the way my organization provides me with feedback”, “My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance”, “I think that my organization attempts to conduct performance appraisal the best possible way” and “Performance appraisal is valuable to me as well as to my organization”. Factor 1 for employee’s which consists of 5 items scored Cronbach’s Alpha value of 0.901. Thus, this factor is named as performance appraisal.

4.6.7 Factor Analysis for Transformational Leadership

Table 4.6.7.1 shows reveals anti-image correlation which indicates the size of sampling adequacy (MSA) for all variables. MSA value must exceed the acceptance level of 0.5. Therefore, in measuring the transformational leadership, no items were removed from the final nine items because all items are at the level of acceptance and for partial correlation, all values are below 0.7.

Table 4.6.7.1 *Anti-image Correlation Results*

Anti-image Matrices

	D1A	D3A	D4A	D5A	D6A	D7A	D8A	D9A	D10A	
Anti-image Correlation	D1A	.908^a	-.367	.104	.022	-.228	.108	-.080	-.002	-.392
	D3A	-.367	.936^a	-.249	-.080	-.179	-.124	.062	-.130	.056
	D4A	.104	-.249	.893^a	-.437	-.197	.190	-.161	.096	-.237
	D5A	.022	-.080	-.437	.920^a	-.093	-.190	.127	-.234	.015
	D6A	-.228	-.179	-.197	-.093	.923^a	-.451	-.047	-.054	.094
	D7A	.108	-.124	.190	-.190	-.451	.901^a	-.213	.035	-.258
	D8A	-.080	.062	-.161	.127	-.047	-.213	.928^a	-.392	-.091
	D9A	-.002	-.130	.096	-.234	-.054	.035	-.392	.922^a	-.280
	D10A	-.392	.056	-.237	.015	.094	-.258	-.091	-.280	.914^a

a. Measures of Sampling Adequacy(MSA)

To identify the result of transformational leadership, the researcher examined all factors from the Eigenvalues table. In evaluating Eigenvalues, the researcher considered factors that scored Eigenvalues 1 or greater and total cumulative variance percentage more than or equal to 60%. With reference to Table 4.6.7.2, the researcher only obtained one factor score of Eigenvalue which has a cumulative percentage of 71.9%.

Table 4.6.7.2 Eigenvalue for Transformational Leadership

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.477	71.967	71.967	6.477	71.967	71.967
2	.568	6.307	78.274			
3	.458	5.084	83.358			
4	.403	4.474	87.832			
5	.294	3.263	91.094			
6	.276	3.071	94.165			
7	.209	2.327	96.492			
8	.187	2.079	98.572			
9	.129	1.428	100.000			

Extraction Method: Principal Component Analysis.

Factor loading was used to indicate items that were clustered in each factor. This research has applied ± 0.5 as the minimum value for factor loading. Table 4.6.7.3 shows the rotated component matrix for transformational leadership.

Table 4.6.7.3 *Rotated Component Matrix for Transformational Leadership*

Rotated Component Matrix^a

	Component
	1
My manager displays extraordinary talent and competence in whatever he/she decides	.889
My manager shows how to look at problems from new angles	.871
My manager engages in words and deeds which enhances image of competence	.871
I am ready to trust him/her to overcome any obstacle	.851
My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	.847
I have complete confidence in my manager	.836
In stills pride in being associated with him/her	.829
My manager serves as a role model for me	.829
My manager listens to my concerns	.807

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Based on Table 4.6.7.3 results, the researcher extracted Factor 1 by Rotated Component Matrix. Factor 1 consists of 9 items including “My manager displays extraordinary talent and competence in whatever he/she decides”, “My manager shows how to look at problems from new angles”, “My manager engages in words and deeds which enhances image of competence”, “I am ready to trust him/her to overcome any obstacle”, “My manager makes me aware of strongly held values, ideals and aspirations which are shared in common”, “I have complete confidence in my manager”, “In stills pride in being associated with him/her”, “ My manager serves as a role model for me” and “My manager listens to my concerns”. Factor 1 for

employee's which consists of 9 items scored Cronbach's Alpha value of 0.972. Hence, this factor maintained its name as transformation leadership.

4.6.8 Factor Analysis for Transactional Leadership

Table 4.6.8.1 shows reveals anti-image correlation which indicates the size of sampling adequacy (MSA) for all variables. The MSA value must exceed the acceptance level of 0.5. Therefore, in measuring the transactional leadership, no items were removed from the final eight items because all items are at the level of acceptance and for partial correlation, all values are below 0.7.

Table 4.6.8.1 *Anti-image Correlation Results*

Anti-image Matrics

	D1B	D2B	D3B	D4B	D5B	D6B	D8B	D10B	
Anti-image Correlation	D1B	.834^a	-.565	-.195	-.147	.039	.130	-.066	.084
	D2B	-.565	.842^a	-.257	.008	-.251	.037	-.100	.054
	D3B	-.195	-.257	.898^a	-.370	.092	-.177	.009	-.105
	D4B	-.147	.008	-.370	.872^a	-.436	-.106	.081	-.186
	D5B	.039	-.251	.092	-.436	.865^a	-.318	-.138	.041
	D6B	.130	.037	-.177	-.106	-.318	.895^a	-.186	-.145
	D8B	-.066	-.100	.009	.081	-.138	-.186	.882^a	-.360
	D10B	.084	.054	-.105	-.186	.041	-.145	-.360	.859^a

a. Measures of Sampling Adequacy(MSA)

By referring to Table 4.6.8.2, factor analysis for transactional leadership identified 2 factors in this study. The factors have score of 73.3% from the cumulative variance Eigenvalues.

Table 4.6.8.2 Eigenvalue for Transactional Leadership

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.775	59.686	59.686	4.775	59.686	59.686
2	1.089	13.617	73.303	1.089	13.617	73.303
3	.617	7.714	81.016			
4	.505	6.310	87.326			
5	.348	4.346	91.672			
6	.291	3.640	95.312			
7	.212	2.648	97.960			
8	.163	2.040	100.000			

Extraction Method: Principal Component Analysis.

Table 4.6.8.3 below shows the variable of transactional leadership being divided into two components after the factor analysis was done by the researcher because it exceeds the minimum value for factor loading (> 0.5). First component or factor consists of 5 items including “Provides me with assistance in exchange for my efforts”, “Discusses in specific terms who is responsible for achieving performance targets”, “Makes clear what one can expect to receive when performance goals are achieved”, “Focuses attention on irregularities, mistakes, exceptions and deviations from standards” and “Concentrates his/her full attention on dealing with mistakes, complaints and failures”. Second component or factor consists of 3 items including

“Shows that he/she is a firm believer in "if it ain't broke, don't fix it"”, “Keeps track of all mistakes” and “Fails to interfere until problems become serious”.

Table 4.6.8.3 *Rotated Component Matrix for Transactional Leadership*

Rotated Component Matrix^a

	Component	
	1	2
Provides me with assistance in exchange for my efforts	.901	.094
Discusses in specific terms who is responsible for achieving performance targets	.889	.217
Makes clear what one can expect to receive when performance goals are achieved	.780	.390
Focuses attention on irregularities, mistakes, exceptions and deviations from standards	.706	.514
Concentrates his/her full attention on dealing with mistakes, complaints and failures	.623	.560
Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	.098	.831
Keeps track of all mistakes	.328	.748
Fails to interfere until problems become serious	.256	.740

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

Table 4.6.8.4 below depicts Cronbach’s Alpha value (α) for transactional leadership after the factor analysis process. Factor 1 for transactional leadership consists of 5 items of which the Cronbach’s Alpha value is 0.911. The researcher had

renamed this factor as “Management by Exception Active”. Factor 2 consists of 3 items of which the Cronbach’s Alpha value is 0.755 and renamed it as “Management by Exception Passive”. Therefore, Factor 1 and 2 continued to be used for further analysis. Factor 1 is named as management by exception active and factor 2 is named as management by exception passive.

Table 4.6.8.4 *Reliability Values for Transactional Leadership after Factor Analysis*

Transactional Leadership		Cronbach’s Alpha (α) after factor analysis
Factor 1	Management by Exception Active	0.911
Factor 2	Management by Exception Passive	0.755

4.6.9 Factor Analysis for Laissez Faire Leadership

Table 4.6.9.1 below reveals that anti-image correlation which indicates the size of sampling adequacy (MSA) for all variables. MSA value must exceed the acceptance level of 0.5. Therefore, in measuring the laissez faire leadership, no items were removed from the final four items because all items are at the level of acceptance and for partial correlation, all values are below 0.7.

Table 4.6.9.1 *Anti-image Correlation Results*

Anti-image Matrics

		D1C	D2C	D3C	D4C
Anti-image Correlation	D1C	.876^a	-.285	-.038	-.029
	D2C	-.285	.809^a	-.360	-.337
	D3C	-.038	-.360	.762^a	-.551
	D4C	-.029	-.337	-.551	.767^a

a. Measures of Sampling Adequacy(MSA)

To identify the result of laissez faire leadership, the researcher examined all factors from the Eigenvalues table. In evaluating Eigenvalues, the researcher considered factors that scored Eigenvalues 1 or greater and total cumulative variance percentage more than or equal to 60%. With reference to Table 4.6.9.2, the researcher only obtained one factor score of Eigenvalue which has a cumulative percentage of 71.3%.

Table 4.6.9.2 *Eigenvalue for Laissez Faire Leadership*

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.853	71.319	71.319	2.853	71.319	71.319
2	.699	17.476	88.795			
3	.253	6.336	95.131			
4	.195	4.869	100.000			

Extraction Method: Principal Component Analysis.

Factor loading was used to indicate items that were clustered in each factor. This research has applied ± 0.5 as the minimum value for factor loading. Table 4.6.9.3 shows the rotated component matrix for laissez faire leadership.

Table 4.6.9.3 *Rotated Component Matrix for Laissez Faire Leadership*

Rotated Component Matrix^a

	Component
	1
My leader has power to influence workers and that comes from his status and position	.904
My leader makes vague explanations of what is expected from subordinates	.902
My leader asks subordinates for suggestion on what assignments to be made	.899
Leadership should be inspirational	.643

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Based on Table 4.6.9.3 results, the researcher extracted Factor 1 by Rotated Component Matrix. Factor 1 consists of 4 items including “My leader has power to influence workers and that comes from his status and position”, “My leader makes vague explanations of what is expected from subordinates”, “My leader asks subordinates for suggestion on what assignments to be made” and “Leadership should be inspirational”. Factor 1 for employee’s which consists of 4 items scored Cronbach’s Alpha value of 0.851. Thus, this factor is named as laissez faire leadership.

4.7 Correlation Analysis

Table 4.6 shows the relationship between employee's turnover intention, compensation and benefits, performance appraisal and transformational leadership. Relationship between employee's turnover intention and compensation and benefits, performance appraisal and transformational leadership showed a negative direction of - 0.227**, - 0.189* and - 0.218**. Therefore, compensation and benefits, performance appraisal and transformational leadership have significant relationship at level $p < 0.01^{**}$ & $p < 0.05^{*}$ (2-tailed).

Correlations		Turnover Intention	POS1	TND	CNB	Career Development	Performance Appraisal	Transformational leadership	Management_by_exception_active	Management_by_exception_passive	Laissez_Faire
Turnover_Intention	Pearson Correlation	1	-.101	-.053	-.227**	-.131	-.189*	-.218**	-.053	0.146	0.115
	Sig. (2-tailed)		0.2	0.502	0.003	0.095	0.015	0.005	0.498	0.062	0.141
	N	164	164	164	164	164	164	164	164	164	164
POS1	Pearson Correlation	-.101	1	.728**	.583**	.653**	.700**	.636**	.626**	.432**	.532**
	Sig. (2-tailed)	0.2		0	0	0	0	0	0	0	0
	N	164	164	164	164	164	164	164	164	164	164
TND	Pearson Correlation	-.053	.728**	1	.551**	.561**	.690**	.652**	.625**	.421**	.600**
	Sig. (2-tailed)	0.502	0		0	0	0	0	0	0	0
	N	164	164	164	164	164	164	164	164	164	164
CNB	Pearson Correlation	-.227**	.583**	.551**	1	.653**	.684**	.594**	.526**	.380**	.387**
	Sig. (2-tailed)	0.003	0	0		0	0	0	0	0	0
	N	164	164	164	164	164	164	164	164	164	164
Career_Development	Pearson Correlation	-.131	.653**	.561**	.653**	1	.757**	.593**	.645**	.593**	.548**
	Sig. (2-tailed)	0.095	0	0	0		0	0	0	0	0
	N	164	164	164	164	164	164	164	164	164	164
Performance_Appraisal	Pearson Correlation	-.189*	.700**	.690**	.684**	.757**	1	.804**	.719**	.514**	.578**
	Sig. (2-tailed)	0.015	0	0	0	0		0	0	0	0
	N	164	164	164	164	164	164	164	164	164	164
Transformational_leadership	Pearson Correlation	-.218**	.636**	.652**	.594**	.593**	.804**	1	.781**	.500**	.597**
	Sig. (2-tailed)	0.005	0	0	0	0	0		0	0	0
	N	164	164	164	164	164	164	164	164	164	164
Management_by_exception_active	Pearson Correlation	-.053	.626**	.625**	.526**	.645**	.719**	.781**	1	.631**	.738**
	Sig. (2-tailed)	0.498	0	0	0	0	0	0		0	0
	N	164	164	164	164	164	164	164	164	164	164

4.8 Regression Analysis Perceived Organizational Support, Training and Development, Compensation and Benefits, Career Development, Performance Appraisal, Transformational Leadership, Management by Exception Active, Management by Exception Passive and Laissez Faire Leadership towards Employee's Turnover Intention

This analysis was performed by the researcher to answer the objective of the research which is to investigate the relationships between variables mentioned above. Table 4.8 shows that the value for R Square is 0.213. This indicates that the employee's turnover intention was affected only by 21.3% from the variables examined in this study.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.461 ^a	.213	.167	.91183	1.555

a. Predictors: (Constant), Laissez_Faire, CNB,

Management_by_exception_passive, POS1, Transformational_leadership, Career_Development, TND, Management_by_exception_active, Performance_Appraisal

b. Dependent Variable: Turnover_Intention

4.8.1 Analysis of Variance (ANOVA)

Table 4.8.1 shows results of the ANOVA. The important interpretation in this table is the significant level of *F*-values. From the result, this research model is significant whilst *F*-values is < 0.05 .

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.569	9	3.841	4.620	.000 ^b
	Residual	128.042	154	.831		
	Total	162.611	163			

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), Laissez_Faire, CNB,

Management_by_exception_passive, POS1, Transformational_leadership,

Career_Development, TND, Management_by_exception_active,

Performance_Appraisal

4.8.2 Coefficient

With reference to Table 4.8.2, the coefficient for independent variables shows that transformational leadership, management by exception passive and laissez faire gives a significant effect on employee's turnover intention (Sig < 0.05). The direction on relationship (positive or negative) is shown on the β values. The regression results indicate that transformational leadership affects negatively towards employee's turnover intention while management by perception passive and laissez faire directly affect employee's turnover intention. "Affected negatively" means that if more leaders in organizations apply transformational leadership style, only a few employees will

intend to leave the organization. In this research, the effect of transformational leadership towards employee's turnover intention is around 38.6% and the effect is negative. While Management by exception passive and laissez faire is around 30% and 24.8% shows positive effect on turnover intention. It means that, if more leaders apply management by exception passive and laissez faire leadership style, more employees will intend to leave the organization. Therefore, the role of leaders is very important in order to ensure rate of turnover intention is low/can be reduced.

Table 4.8.2 *Coefficients*

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.966	.446		6.654	.000		
	POS1	.045	.179	.030	.249	.803	.361	2.769
	TND	.135	.156	.103	.867	.387	.363	2.758
	CNB	-.188	.137	-.144	-1.372	.172	.462	2.163
	Career_Development	-.227	.173	-.168	-1.309	.192	.310	3.228
	Performance_Appraisal	-.069	.199	-.054	-.346	.730	.207	4.821
	Transformational_leadership	-.539	.199	-.386	-2.712	.007	.252	3.968
	Management_by_exception_active	.023	.198	.017	.117	.907	.246	4.059
	Management_by_exception_passive	.444	.151	.300	2.945	.004	.492	2.033
	Laissez_Faire	.339	.159	.248	2.136	.034	.379	2.638

a. Dependent Variable: Turnover_Intention

4.9 Conclusion

This chapter underlines the results from data analysis procedures. In the first process, the researcher implemented data screening that applied the linearity test and normality test. The researcher had also removed some of the outliers. This process is followed by factor analysis and reliability test where the researcher examined the value of Cronbach's alpha. The researcher then executed correlation analysis as a final analysis. The researcher will use the findings in this chapter to discuss and make conclusions in Chapter 5.



CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

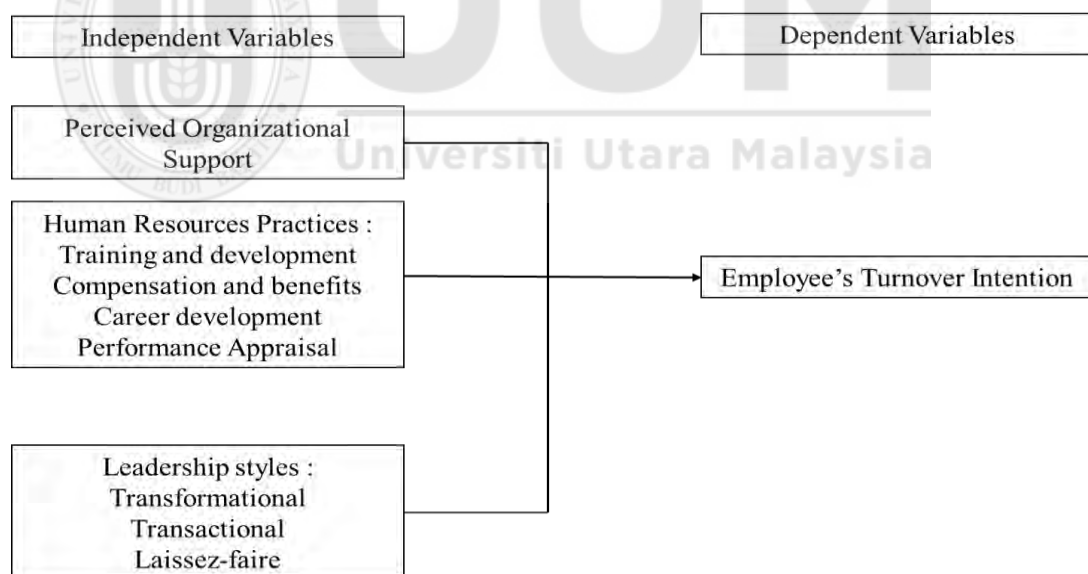
This final chapter presents the deliberation and interpretation of the data findings in Chapter 4. The chapter is divided into three segments: firstly, summary of key findings and practical implications of the research; secondly, the limitations of this study and the last segment will be the recommendations and conclusion derived from this research.

This research studied three independent variables which consists of eight dimensions or factors. For perceived organizational support, only one factor was examined. Human resource practices encompass four factors, namely training and development, compensation and benefits, career development and performance appraisal. For leadership styles, 3 factors were examined, namely transformational leadership, transactional leadership and laissez-faire.

The aim of this study was to examine the influence of all independent variables (perceived organizational support, training and development, compensation and benefits, career development, performance appraisal, transformational leadership, management by exception active, management by exception passive and laissez-faire) towards turnover intention among generation Y employees in Selangor manufacturing

companies. After the regression analysis, the findings revealed that only leadership styles, namely transformational leadership, management by exception passive and laissez-faire were significantly related to the employee's turnover intention. Transformational leadership were negatively related to employee's turnover intention while the other two independent variables, which are management by exception passive and laissez-faire were positively related to employee's turnover intention. This result is logic and consistent with other previous reported researches (Bass, 1990, Hassan & Yau, 2013; Lowe, Kroeck & Sivasubramaniam, 1996; Nordin, 2013; Robyn & Du Preez, 2013; Sadeghi & Pihie, 2013).

5.2 Turnover Intention amongst Manufacturing Companies Employees in Malaysia



Research Framework

As this study focuses on the manufacturing sector in Malaysia generally and in Selangor specifically, this section will provide an overview of labor force

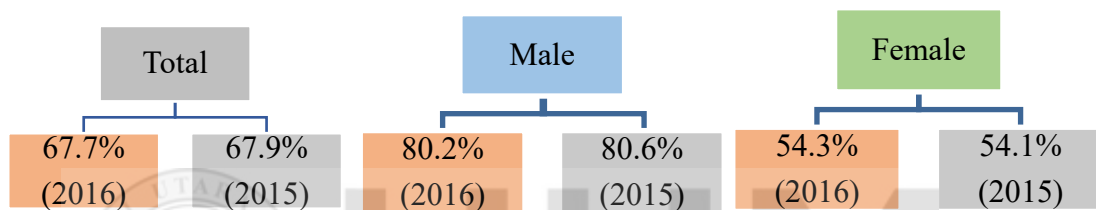
participations and pattern of turnover intention among manufacturing companies in Malaysia in terms of size of company, gender, category of workers and age. According to Malaysia Economic Report 2016/2017, the manufacturing sector experienced moderate growth over the years and has contributed 23% to GDP in 2015 and 80.2% to total gross exports. In the same period, the number of employees decreased by 0.6% to 2,322,700 workforces while productivity increased by 3.4% to RM105,156.

Jerene Ang (2016) adapted from a recent survey by JobStreet.com mentioned that 50% of Malaysian employers are increasingly concerned about retaining their valuable talent. This worry was reflected across all industries, regardless of company size. Additionally, the survey exposed that the problem becomes critical for employees who change their jobs right after receiving their bonuses, which is in March. Apart from maintaining valuable talent, 24% of employers opined that one of their biggest challenges was ensuring employee engagement and teamwork. Another challenge raised is maintaining employee productivity (23%) followed by recruiting new top performers at 15%.

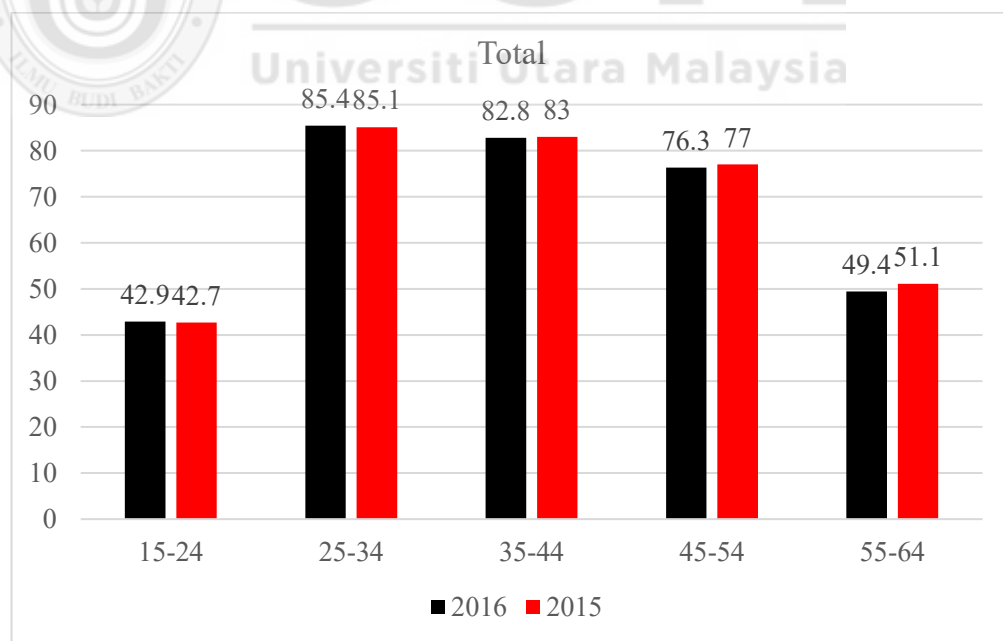
Nowadays, men are more than women in terms of percentage of labor force participation rate (LFPR). According to Department of Statistics Malaysia (2017), national LFPR in 2016 was 67.7 per cent, declined 0.2 percentage points compared to 2015. Hence, another 32.3 per cent of the working age population were outside labor force. The participation of male labor force was 80.2 per cent in 2016, dropped 0.4 percentage points as compared to the previous year. The LFPR for age group 55-64 years registered the highest decrease of 2.5 percentage points to 66.8 per cent.

However, both age group of 35-44 years and 45-54 years recorded increases of 0.1 percentage points. Female LFPR rose 0.2 percentage points to 54.3 per cent in 2016. The participation of female in the labor market for the prime age group namely 25-34 (73.4%), 35-44 (66.8%) and 45-54 (57.1%) was higher as compared to female LFPR at the national level. As a whole, male LFPR was still higher than female for all age groups.

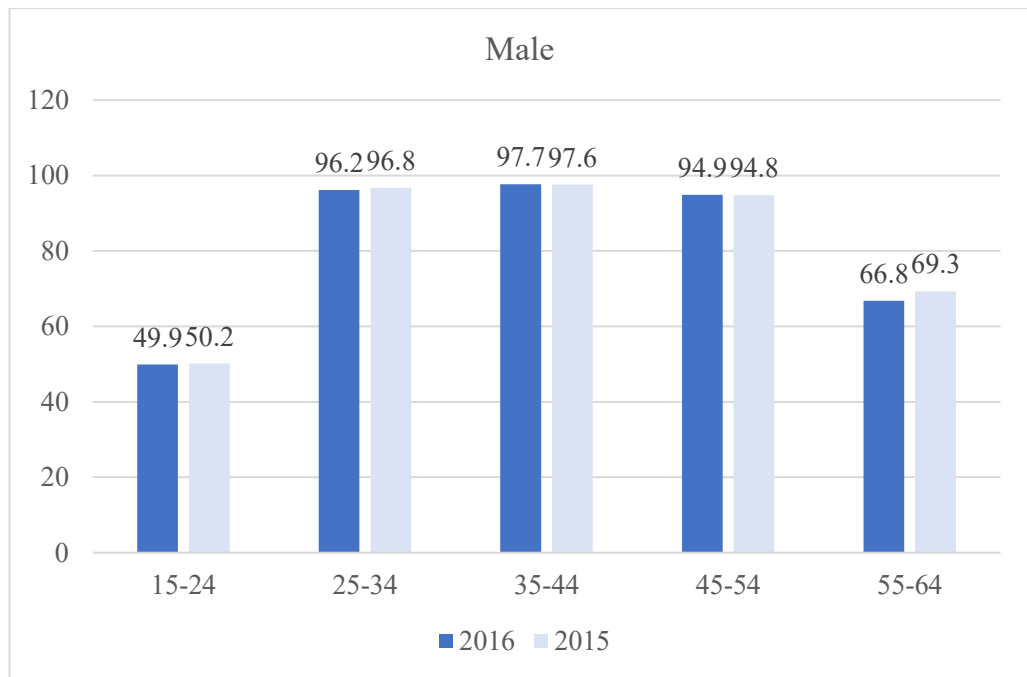
LFPR by sex



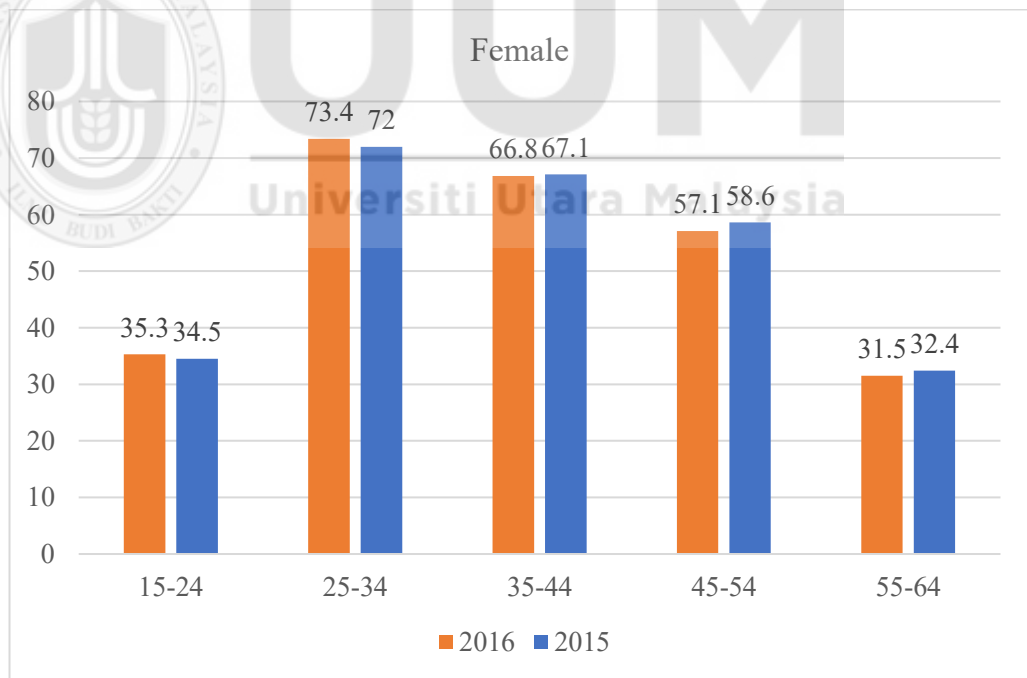
LFPR by sex and age group



The overall participation in the labor market was the highest for age group 25-34 years old.



Participation of males in the labor market exceeded 90% from the age of 25 to 54 years old



Female LFPR was more than 55% from the age of 25 to 54 years old and female participation in the labor market was the highest for age group 25-34 years old.

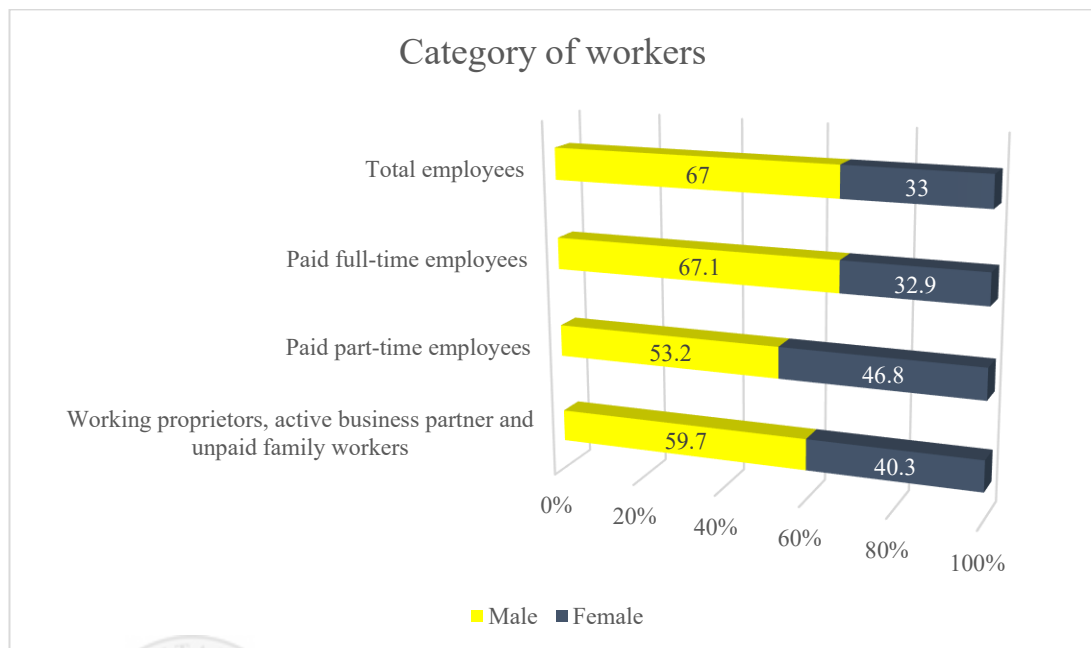
The manufacturing sector employed 2,096,197 persons in 2014. Paid full-time employees accounted for 2,053,765 persons (98%) of total number of persons engaged. Meanwhile, paid part-time, working proprietors, active business partner and unpaid family workers were 42,432 persons (2%) as depicted in Table 5.2.1.

Table 5.2.1 Number of persons engaged by category of workers and sex, 2014

Category of workers	Total	Contribution	Sex	
			Male	Female
Paid full-time employees	2,053,765	98.0	1,379,050	674,715
Paid part-time employees	13,989	0.6	7,449	6,540
Working proprietors, active business partners and unpaid family workers	28,443	1.4	16,979	11,464
Total	2,096,197	100	1,403,478	692,719

Male workers dominated this sector with 1,403,478 (67%) as compared to female workers with 679,719 persons (33.0%) as shown in chart 5.2.2.

Chart 5.2.2 Percentage share of persons engaged by category of workers and sex, 2014



In this study, only leadership styles have significant effect on employees' intention to turnover while the other two factors which are HR practices (training and development, compensation and benefits, career development and performance appraisals) and perceived organizational support identified were not significantly affected. These results, consistent with the study done by Heavey et. al. (2013) showed that the impact of HR practices on turnover in strength and direction-differs. The use of HRM practices was also shown to vary significantly across the countries (Poutsma, E. et. al., 2006; Rizov, M & Croucher, R., 2009; Brookes, M. et. al., 2011).

Following are brief explanations on the results discovered. According to J.M.A Verhees (2012), there is no significant relationship between training and turnover intentions. This statement is consistent with the study done by Benson (2006) and

Abdul Hakim Ahmad Dardar *et. al.* (2012). The outcome derived from the regression analysis result is not very convincing because the values were close to zero and the differences on the training measurement will influence the result. The result shows that training is not the key factor but act as an ongoing learning process for them in the workplace.

According to Chun Chang Lee *et. al.* (2011), job satisfaction and salary level have no direct effect on turnover intention; however, these two factors can indirectly affect on turnover intention through organizational commitment. It means that, employees will begin to identify other company if the company can't effectively enhance their organizational commitment. However, it is debatable because employees may face other problem and difficulties which can influence their turnover intentions. Tuwei, R. C. & Biwott, D. K. (2017) stated that a quarter of the employees in small business are dissatisfied with their current employee compensation benefits and intend to leave the organization. This result is consistent where they found that salary and commissions are insignificant predictors of employee turnover in a small business in Kenya although salary increment are very important in controlling employee turnover. Apart from salary, organizations should also improve other benefits packages such as merit pay, travel/meal/house allowance and medical allowance which are identified most significant rather than salary value to control turnover. However, salaries should be reviewed frequently to ensure competitive packages offered to the employees.

Lana G. M. & Ify Diala (2014) opined that career development held weak relationship to turnover intention in food and beverage industry in USA except for how

many promotion opportunities were available. This result supported the assumption that aspects of self-efficacy and self-fulfillment are important for employees to remain longer in an organization. According to Slyvia V. S. (2012), the reason for this insignificant relationship was organizational mindset about career paths still measured through hierarchical, technical proficiency and past performances. Nowadays, career development should be based on potential and managers must have understanding on the demand from employees because this is a critical investment for organization's future success.

According to Shweta Pandey & Dr. MS Khan (2016), there are many issues and challenges on generation Y performance appraisal by the organization. The result from the study found that, one of the reasons is that generation Y have many inconsistencies. Generation Y are also always seeking new challenges, new opportunities, work freedom and flexibility. This is why high turnover rate faced amongst organization is contributed mostly by this generation (Fadilah P., Maniam K. & Nafis A., 2015). The reasons mentioned are supported by this research where we found that the performance appraisals have insignificant relationship to turnover intention among generation Y employees.

Shahrul Nizam S. et. al. (2016) mentioned that organizational support has no significant relationship with turnover intention. This result is supported by the finding of the researcher while various researchers supported the relationship between these two variables (Karsh et. al., 2005; Porter et. al., 1974). The clashed results are maybe due to different groups of respondents. This may also due to generation Y having some

different workplace attitudes and that they are prepared to change organizations for better opportunities and growth. However, this does not mean that they can't give excellent commitment to the current organization (Cruz, 2007). Advancement of technology makes work more effective but at the same time opens a huge opportunity for Gen Y to gain knowledge of better conditions that suit their individual interests that might be offered in other organizations. The transition to the other organizations is much easier and less costly for workers.

5.3 The effect of leadership styles on employee's turnover intention

In this study, leadership styles were measured by transformational leadership, transactional leadership and laissez-faire. The current research findings indicate that only transformational leadership, management by exception passive and laissez-faire have significant relationship with employee's turnover intention among generation Y in Selangor manufacturing companies.

The finding of this study stated that Transformational Leadership Style was one of the Leadership Styles that significantly influenced to turnover intention. This leadership style will help followers change to a positive attitude. This change occurs when employees have high motivation. In other words, leaders who apply this style are leaders who can change the trust and attitude of their subordinates to something better for the sustainability of a company (Burn, 1978). In addition, such leaders are also passionate and able to drive followers to a higher level and beyond expectation (Penn State World Campus, 2013). This statement also supported findings from Saiful

Islam Khan (2015) which states that the Transformational Leadership Style has a significant impact on turnover intentions among workers.

The dimension of transactional leadership style is management by exception active and management by exception passive. This study shows a style of passive management by exception has indicated a positive relationship on employee's turnover intention of Generation Y. This finding is consistent with the previous research done by Wells and Peachey (2010) and Nik Norsyamimi Md Nor (2012). Based on the study conducted by Oluokun (2003), leaders who highly applied a passive management in public organization has resulted in a high turnover intention. In other words, managers who have adopted transactional leadership style will resolve all the problems occurred by generation Y and in turn lead to low turnover intention.

The current finding shows that laissez-faire leadership style is also positively related to the employee's turnover intention. This result is consistent with the hypothesis mentioned in the previous chapter and is also aligned with the research done by Chaudhry and Javed (2012). Gen Y strongly disrepute an autocratic or laissez-faire leadership style because this style of leadership has been connected to damaging outcomes including poor job performance, low leader efficacy and less group satisfaction. For instance, some leaders might even take advantage of this style as a way to avoid personal responsibilities for the group's failure. In other words, when targets are not met, leaders can then condemn members of the team for not completing tasks or living up to expectations. From this finding, we understand that Generation Y

employees are not in favor of leaders applying this type of leadership at their workplace (Kendra Cherry, 2017).

5.4 Implications of the study

The current findings could help managers regarding knowledge about employee's turnover intention among Generation Y in Selangor Manufacturing companies. Apart from that, the current findings show that leadership styles such as transformational leadership, management by exception passive and laissez-faire are more significantly influential to Generation Y compared to perceived organizational support and human resource practices consisting of training and development, compensation and benefits, career development and performance appraisal. Thus, the management of an organization is encouraged to implement this kind of leadership style when leading the Generation Y in the organization. This is because Generation Y is frequently being described as a generation that is open-minded and interested to new ideas and ways of living.

Consistent with the finding of the study, which is, transformational leadership should be enhanced to reduce turnover intention, the researcher initially described three primary recommendations in order to enhance transformational leadership in organization. According to E. Kevin Kelloway et. al. (2000), leaders in organization should participate in workshops on transformational leadership. Normal activities in the workshops comprise brainstorming the behaviors demonstrated by effective and/or ineffective leaders, relating these concepts to transformational leadership theory and

watching videos describing a diversity of leadership styles in action. This step is also supported by Barling et. *al.* (1996) and Bass (1990) which stated that transformational leadership can be established from workshop training.

Another recommendation in order to enhance transformational leadership is through executive coaching (Nelson & Hogan, 2009). This method can enhance the effectiveness of leaders and performance of organization by connecting the who (talented employees) and the how (leadership development) with organizational & strategies (Wood & Gordon, 2009). This method is also proven as an effective way since it deeply engages leaders in thinking, reflecting, analysis and practice with the strong component of coaching & feedback (Peterson, 2002).

E. Kevin Kelloway et. *al.* (2000) stated that enhancement of the leader's transformational leadership style also can be done through subordinate ratings of a leader. The feedbacks are collected and presented to the leader in an individual counselling session. After that, the individual counselling sessions result is used to a specific action plan for enhancing the individual's transformational leadership behaviors (Barling et. *al.*, 1996). This recommendation, therefore, relies on personal feedback and goal setting.

This study also found that managers should reduce the style of leadership which is management by exception passive to ensure turnover intention among employees is decreased. According to Patty Mulder (2016), one of the methods to achieve this goal is managers should provide better reward packages in terms of salary

and incentives to the leaders in organization. This is because rewards influence employees to perform better and from that, organization will always get benefits from this. Using this reward factor, the leader succeeds in getting the employees to do what he wants them to do and at the same time reduce turnover intention.

Another recommendation to reduce management by exception passive is managers should change their behavior by showing their employees that they are valued. Managers can enhance recognition given to the employees (Patty Mulder, 2016). It means that, companies have to do more than simply offering a pay check. This is important to show appreciation for your employee's hard work and loyalty (Gabriel Bristol, 2015).

Darcy Jacobsen (2013) recommended that in order to reduce management by exception passive, managers should demonstrate and cultivate respect to the employees. There are many ways mentioned by Ross Beard (2013) in order to achieve this. One of the ways is collect feedback on how the company should be run which means, employees are given opportunity to share their views about organization development. It is important to them to know that they are being heard and become a part of a company's blueprint. Besides, managers should retain an environment that promotes and allows employees and managers to connect with each other. This can be done through social occasions. If your employees get to know each other better, they will be less likely to leave the companies without a strong reason.

According to Alina Vrabie (2014), laissez faire leadership style is not suits with generation Y employees as they lack the experience or knowledge needed to make decisions in their jobs. This statement is consistent with the result from this study, which is, laissez faire leadership style has positive significant relationship to turnover intention and should be reduced. Alina Vrabie (2014) stated that to decrease laissez faire leadership style, management should ensure their followers are motivated & highly skilled. This is because, in order to implement this style, employees involved should be categorized as experts in their fields and have to know how to work independently. This is the reason why the style is not suited to young employees. Hence, to reduce laissez faire leadership style, leader must involve in decision process especially on thing that regarding their working procedure.

Betty Boyd (2015) mentioned that laissez faire leaders consider themselves to be sufficient and do not depend on anyone. This type of leadership can turn an organization upside down. By placing the groundwork for the respect and value of employees especially generation Y, this negative trend can be avoided. Therefore, in managing gen y leaders must work side by side with employees so that all decision making is mutually accepted.

According to Betty Boyd (2015), determination is the challenge in leadership. True leadership is taking the essential risks in order to attain true success. The laissez-faire style of leadership is an empty promise upon which no organization can built. True determination will instill in an organization the way forward and provide the right leadership necessary for it to stand up to the laissez-faire leaders that will come along.

5.5 Limitations and Direction for Future Study

There are limitations in the design of this study that might influence the interpretations and generalizations of the findings. These issues are discussed next.

The study was expected at understanding the influence of perceived organizational support, HR practices and leadership style on employee's turnover intention among the Generation Y, but the study was conducted on manufacturing companies located in Selangor only. The study did not include Generation Y from manufacturing companies in other geographical areas and from other sectors. Thus, the findings only focus on perceptions of Generation Y in manufacturing sectors from one geographical area regarding factors that might influence their intention to turnover within the organization. Thus, future research hopes to expand the survey on the influence of perceived organizational support, HR practices and leadership style on other sectors and in other locations which might offer better understanding on the issues of intention to turnover among the Generation Y. Conducting the study in different sectors with different sizes capacity, lead to different results as issues relating to perceived organizational support, HR practices and leadership style might be different in these settings.

Another limitation is that the study only emphasizes on three independent variables, namely perceived organizational support, HR practices (training and development, compensation and benefits, career development, and performance appraisal) and leadership style (transformational, transactional and laissez-faire) in determination to comprehend their relation to turnover intention. Other situational

factors outside the scope of this study, such as individual factors and working environment, were not included in this study. This provides another direction for future research.

In conclusions, despite the limitations in the approach used here and given the exploratory nature of the study, the results provide useful findings that should be of interest to both researchers and practitioners.

5.6 Conclusion

This study was conducted to examine factors that might influence employee's turnover intention among the Generation Y in Selangor Manufacturing companies. The main interest is on the role of perceived organizational support, HR practices such as training and development, compensation and benefits, career development, and performance appraisal and leadership style such transformational, transactional (management by exception active and management by exception passive) and laissez-faire on turnover intention. The results indicate that all variables examined influenced 21.3% (R Square) on the turnover intention and that other factors might also play apart depending on the research purposes and target. Based on the finding, leadership style, consisting of transformational leadership, management by exception passive and laissez-faire is the main contributor that will have an impact on employee's turnover intention among generation Y. The results of this study may be useful to managers who wish to reduce the turnover rate among Generation Y employees. This study can also help managers to monitor the employee's working conditions and improve the organizational culture in order to retain hardworking and qualified workforce. At the same time, the

employees' task performances are likely to improve well employees have the abilities to meet the organizations' demands or needs. Thus, employees would have a higher level of commitment towards the organization.



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Appendix 1

Questionnaire- English Version



Dear Participant,

This survey is a part of Master's thesis by Mohd Zaid Mohd Idrus, MHRM candidate at Universiti Utara Malaysia. The purpose of this research is to examine **the influence of perceived organizational support, human resource practices and leadership style on turnover intention among generation-y employees in Selangor manufacturing companies**. You will be asked to complete the questionnaire that will be used only for academic purpose. Moreover, the questionnaire contains the questions regarding your manager's behaviours as well as your perceptions and intentions on the job. Please feel free to express your feelings in an open manner. Your honest response is very important for the success of this project. I assure that your information will be kept CONFIDENTIAL and will be used only in a combined statistical form. No one will have access to your responses, but me. However, if you have any questions concerning this survey, please do not hesitate to ask.

If you have any questions concerning your rights as a research participant, please contact Othman Yeop Abdullah, Graduate School of Business, Universiti Utara Malaysia (www.oyagsb.uum.edu.my).

Thank you very much for your cooperation.

Sincerely,

Mohd Zaid Mohd Idrus

SURVEY QUESTIONNAIRE

INFORMED CONSENT

- The primary objective of this study is to investigate the relationship between **perceived organizational support, human resource practices** (training and development, compensation and benefits, career development and performance appraisal) and **leadership style** (transformational, transactional and laissez-faire) and turnover intention of Generation Y
- Please note that participation in this research project is voluntary, and that the respondent may withdraw from the study at any time.

SECTION A: EMPLOYEE'S TURNOVER INTENTIONS

This section is designed to measure the extent to which you intent to leave with your current employer. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
A1	I often think about quitting.					
A2	It is likely that I will actively look for a new job next year.					
A3	I will probably look for a new job next year.					
A4	I often think of changing my job.					

SECTION B : ORGANIZATIONAL SUPPORT

This section is designed to measure the influence of organizational support on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
B1	The organization values my contribution to its well-being					
B2	The organization strongly considers my goals and values					
B3	I will probably look for a new job next year.					
B4	The organization disregards my best interests when it makes decisions that affect me					
B5	The organization would forgive an honest mistake on my part					

SECTION C : HUMAN RESOURCES PRACTICES

SUB SECTION C (A) : TRAINING AND DEVELOPMENT

This section is designed to measure the influence of Human Resource Practices (Training and Development) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C1A	My organisation provides its employees with good opportunities to undertake in-house job-specific training					
C2A	My organization provides a good environment for new recruits to learn job -specific skills and knowledge					
C3A	My organisation provides it employees with good opportunities to learn general skills and knowledge inside the organisation which may be of use to me in my future career					
C4A	My organisation provides its employees with good opportunities to undertake general training					

	programmes and seminars outside of the organization					
C5A	My organisation provides assistance for its employees to take management training and development courses externally at educational institutions					

SUB SECTION C (B) : COMPENSATION AND BENEFITS

This section is designed to measure the influence of Human Resource Practices (Compensation and benefits) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C1B	I am very satisfied with my salary.					
C2B	My employee's benefits are very good.					
C3B	I receive an additional bonus if I do additional work.					
C4B	I believe that the salaries are fair and there are no favouritism.					

C5B	Salaries are competitive compared to other similar organizations.					
C6B	There are opportunities for recognition in my job.					

SUB SECTION C (C) : CAREER DEVELOPMENT

This section is designed to measure the influence of Human Resource Practices (Career development) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C1C	Compared to our closest competitors, I feel that there are better chances for internal promotion in my firm					
C2C	The firm possesses mechanisms for internal promotion					
C3C	I consider that I have real options for internal promotion in my organization					

C4C	I am satisfied with my chances for promotion					
C5C	I feel I have already achieved all I want to achieve in my career					

SUB SECTION C (D) : PERFORMANCE APPRAISAL

This section is designed to measure the influence of Human Resource Practices (Performance Appraisal) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C1D	I am satisfied with the way my organization provides me with feedback					
C2D	The feedback I receive on how I do my job is highly relevant					
C3D	I think that my organization attempts to conduct performance appraisal the best possible way					
C4D	My organization seems more engaged in providing positive					

	feedback for good performance than criticizing poor performance					
C5D	Performance appraisal is valuable to me as well as to my organization					

SECTION D : LEADERSHIP STYLE

SUB SECTION D (A) : TRANSFORMATIONAL LEADERSHIP

This section is designed to measure the influence of Leadership Style (Transformational Leadership) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
D1A	I have complete confidence in my manager					
D2A	In my mind, my manager is a symbol of success and accomplishment					
D3A	My manager engages in words and deeds which enhances image of competence					
D4A	My manager serves as a role model for me					

D5A	In stills pride in being associated with him/her					
D6A	My manager displays extraordinary talent and competence in whatever he/she decides					
D7A	I am ready to trust him/her to overcome any obstacle					
D8A	My manager listens to my concerns					
D9A	My manager makes me aware of strongly held values, ideals, and aspirations which are shared in common					
D10A	My manager shows how to look at problems from new angles					

SUB SECTION D (B) : TRANSACTIONAL LEADERSHIP

This section is designed to measure the influence of Leadership Style (Transactional Leadership) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
D1B	Provides me with assistance in exchange for my efforts					
D2B	Discusses in specific terms who is responsible for achieving performance targets					
D3B	Makes clear what one can expect to receive when performance goals are achieved					
D4B	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
D5B	Concentrates his/her full attention on dealing with mistakes, complaints, and failures					
D6B	Keeps track of all mistakes					
D7B	Directs my attention towards					

	failures to meet standards					
D8B	Fails to interfere until problems become serious					
D9B	Waits for things to go wrong before taking action					
D10B	Shows that he/she is a firm believer in "if it ain't broke, don't fix it"					

SUB SECTION D (C) : LAISSEZ - FAIRE

This section is designed to measure the influence of Leadership Style (Laissez-faire) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
D1C	Leadership should be inspirational.					
D2C	My leader has power to influence workers and that comes from his status and position.					
D3C	My leader makes vague explanations of what is expected from subordinates.					

D4C	My leader asks subordinates for suggestion on what assignments to be made.					
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SECTION E: DEMOGRAPHIC DETAILS

In this section, we would like to find out and know a little more about you. You are requested to put a cross (x) in the appropriate block.

E1. Please indicate your age category.	
Younger than 20	1
21-29	2
30-39	3

E2. Please indicate your gender			
Male	1	Female	2

E3. Please indicate your position.	
Non-Executives	1
Executives	2

E4. Please indicate your highest academic qualification.	
SPM	1
Diploma	2
Bachelor Degree	3
Master Degree	4
PhD	5

E5. How many years have you been working with your current employer?	
Less than 1 year	1
1-5 years	2
6-10 years	3

11-15 years	4
16-20 years	5
More than 20 years	6

A6. What is the current status of your contract of employment?	
Permanent (Indefinite)	1
Fixed	2
Temporary	3

Thank you for taking time to complete this survey



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Appendix 2

Analysis of Respondent's Profile



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Frequencies

		Statistics					
		Age	Gender	Position	Highest academic qualification	Number of years working with current employer	Current status of employment
N	Valid	177	177	177	177	177	177
	Missing	0	0	0	0	0	0

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Younger than 20	4	2.3	2.3	2.3
	21-29	101	57.1	57.1	59.4
	30-39	72	40.7	40.7	100
	Total	177	100.0	100.0	

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	90	50.8	50.8	50.8
	Female	87	49.2	49.2	100.0
	Total	177	100.0	100.0	

		Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Executives	73	41.2	41.2	41.2
	Executives	101	57.1	57.1	98.3
	No respond	3	1.7	1.7	100.0
	Total	177	100.0	100.0	

Highest academic qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	32	18.1	18.1	18.1
	Diploma	48	27.1	27.1	45.2
	Bachelor Degree	83	46.9	46.9	92.1
	Master Degree	13	7.3	7.3	99.4
	No respond	1	.6	.6	100.0
	Total	177	100.0	100.0	

Number of years working with current employer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	17	9.6	9.6	9.6
	1-5 years	61	34.5	34.5	44.1
	6-10 years	41	23.2	23.2	67.2
	11-15 years	16	9.0	9.0	76.3
	16-20 years	22	12.4	12.4	88.7
	More than 20 years	20	11.3	11.3	100.0
	Total	177	100.0	100.0	

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Current status of employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent (Indefinite)	121	68.4	68.4	68.4
	Fixed	30	16.9	16.9	85.3
	Temporary	23	13.0	13.0	98.3
	No respond	3	1.7	1.7	100.0
	Total	177	100.0	100.0	



Appendix 3
Reliability Test

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RELIABILITY TEST

DV = Employee Turnover Intention

Reliability Statistics

Cronbach's Alpha	N of Items
.933	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I often think about quitting	9.1073	9.778	.822	.919
It is likely that i will actively look for a new job next	9.0226	9.340	.872	.903
I will probably look for a new job next year	9.0056	9.403	.852	.909
I often think of changing my job	8.9831	9.414	.824	.919

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IV = POS

Reliability Statistics

Cronbach's Alpha	N of Items
.663	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The organization values my contribution to its well-being	12.8870	6.146	.467	.590
The organization strongly considers my goals and values	12.8249	6.236	.442	.601
I will probably look for a new job next year	12.9548	6.305	.277	.684
The organization disregards my best interests when it makes decisions that affect me	12.9605	5.754	.432	.605
The organization would forgive an honest mistake on my part	12.7119	6.070	.504	.575

IV = Training & Development

Reliability Statistics

Cronbach's Alpha	N of Items
.939	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My organization provides its employees with good opportunities to undertake in-house job-specific training	13.3107	11.647	.840	.925
My organization provides a good environment for new recruits to learn job-specific skills and knowledge	13.2316	11.963	.817	.929
My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	13.2486	11.665	.847	.924
My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	13.3955	11.320	.847	.924

My organization provides assistance for its employees to take management training and development courses externally at educational institutions	13.3898	11.296	.836	.926
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IV = Compensation & Benefit

Reliability Statistics

Cronbach's Alpha	N of Items
.897	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am very satisfied with my salary	14.7910	17.803	.753	.875
My employee's benefits are very good	14.4915	18.320	.625	.894
I receive an additional bonus if i do additional work	14.8305	17.017	.762	.873
I believe that the salaries are fair and there are no favourtism	14.7345	17.594	.723	.879
Salaries are competititve compared to other similar organizations	14.7006	16.984	.773	.871
There are opportunities for recognition in my job	14.5593	17.714	.700	.882

IV = Career Development

Reliability Statistics

Cronbach's Alpha	N of Items
.862	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	12.5537	9.442	.667	.836
The firm possesses mechanisms for internal promotion	12.5141	9.615	.728	.823
I consider that i have real options for internal promotion in my organization	12.5254	9.603	.735	.822
I am satisfied with my chances for promotion	12.5819	8.904	.728	.820
I feel i have already achieved all i want to achieve in my career	12.7627	9.171	.583	.863

IV = Performance Appraisal

Reliability Statistics

Cronbach's Alpha	N of Items
.901	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am satisfied with the way my organization provides me with feedback	12.8475	10.869	.762	.878
The feedback i receive on how i do my job is highly relevant	12.8701	10.534	.827	.864
I think that my organization attempts to conduct performance appraisal the best possible way	12.8531	10.240	.756	.879
My organization seems more engaged in providing positive feedback for good performance than criticizing poor performace	12.8305	10.198	.787	.872
Performance appraisal is valuable to me as well as to my organization	12.6667	11.019	.650	.901

IV = Transformational Leadership

RELIABILITY

/VARIABLES=D1A D3A D4A D5A D6A D7A D8A D9A D10A
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/MODEL=ALPHA
/SUMMARY=TOTAL.

Reliability Statistics

Cronbach's Alpha	N of Items
.947	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have complete confidence in my manager	26.2825	38.908	.644	.948
My manager engages in words and deeds which enhances image of competence	26.3107	37.624	.796	.940
My manager serves as a role model for me	26.4124	37.505	.806	.940
Instills pride in being associated with him/her	26.4011	37.389	.794	.940
My manager displays extraordinary talent and competence in whatever he/she decides	26.3955	36.263	.841	.938
I am ready to trust him/her to overcome any obstacle	26.4463	36.783	.823	.939
My manager listens to my concerns	26.3277	37.744	.760	.942

My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	26.3785	36.555	.827	.939
My manager shows how to look at problems from new angles	26.3333	37.087	.828	.939



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IV = Transactional Leadership

RELIABILITY

/VARIABLES=D1B D2B D3B D4B D5B D6B D8B D10B

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/MODEL=ALPHA

/SUMMARY=TOTAL.

Reliability Statistics

Cronbach's Alpha	N of Items
.919	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Provides me with assistance in exchange for my efforts	22.4972	25.433	.713	.910
Discusses in specific terms who is responsible for achieving performance targets	22.3898	24.694	.793	.904
Makes clear what one can expect to receive when performance goals are achieved	22.4011	24.617	.799	.903
Focuses attention on irregularities, mistakes, exceptions and deviations from standards	22.4859	24.194	.833	.900
Concentrates his/her full attention on dealing with mistakes, complaints and failures	22.4746	24.421	.801	.903

Keeps track of all mistakes	22.5424	25.341	.713	.910
Fails to interfere until problems become serious	22.7119	26.286	.619	.918
Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	22.6384	26.880	.576	.921

IV = Laissez Faire

Reliability Statistics

Cronbach's Alpha	N of Items
.851	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Leadership should be inspirational	10.5480	6.249	.518	.876
My leader has power to influence workers and that comes from his status and position	10.8870	5.169	.721	.798
My leader makes vague explanations of what is expected from subordinates	11.0000	5.034	.771	.776
My leader ask subordinates for suggestion on what assignments to be made	10.9040	4.905	.765	.778



Appendix 4
Normality Test

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NORMALITY TEST

```
COMPUTE Turnover_Intention=(A1 + A2 + A3 + A4) / 4.
EXECUTE.
COMPUTE POS=(B1 + B2 + B3 + B4 + B5) / 5.
EXECUTE.
COMPUTE TND=(C1A + C2A + C3A + C4A + C5A) / 5.
EXECUTE.
COMPUTE CNB=(C1B + C2B + C3B + C4B + C5B + C6B) / 6.
EXECUTE.
COMPUTE Career_Development=(C1C + C2C + C3C + C4C + C5C) / 5.
EXECUTE.
COMPUTE Performance_Appraisal=(C1D + C2D + C3D + C4D + C5D) / 5.
EXECUTE.
COMPUTE Transformational_leadership=(D1A + D3A + D4A + D5A + D6A +
D7A + D8A + D9A + D10A) / 9.
EXECUTE.
COMPUTE Transactional_leadership=(D1B + D2B + D3B + D4B + D5B + D6B +
D8B + D10B) / 8.
EXECUTE.
COMPUTE Laissez_Faire=(D1C + D2C + D3C + D4C) / 4.
EXECUTE.
DATASET ACTIVATE DataSet2.

SAVE OUTFILE='C:\Users\user\Desktop\backup\Data Kajian Zaid 2017-edited.sav'
/COMPRESSED.
FREQUENCIES VARIABLES=Turnover_Intention POS TND CNB
Career_Development Performance_Appraisal
Transformational_leadership Transactional_leadership Laissez_Faire
/STATISTICS=SKEWNESS SESKEW KURTOSIS SEKURT
/ORDER=ANALYSIS.
```

		Statistics								
		Turnover_	POS	TND	CNB	Career_	Performance_	Transforma	Transactional	Laissez
		Intention				Development	Appraisal_	tional_	leadership	Faire
								leadership		
N	Valid	177	177	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0	0	0
Skewness		.049	-.800	-.732	-.234	-.479	-.640	-.662	-.822	-1.139
Std. Error of Skewness		.183	.183	.183	.183	.183	.183	.183	.183	.183
Kurtosis		-.392	2.051	-.023	-.095	.377	.091	.128	.823	1.466
Std. Error of Kurtosis		.363	.363	.363	.363	.363	.363	.363	.363	.363

REDO RELIABILITY TEST FOR IV (POS)

RELIABILITY

/VARIABLES=B1 B2 B5

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA

/SUMMARY=TOTAL.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.760	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The organization values my contribution to its well-being	6.6328	1.893	.708	.538
The organization strongly considers my goals and values	6.5706	1.996	.645	.614
The organization would forgive an honest mistake on my part	6.4576	2.431	.437	.840

AFTER REDO THE RELIABILITY TEST

		Statistics								
		Turnover_			Career_	Performance	Transformational	Transactional	Laissez_	
		Intention	TND	CNB	Development	_Appraisal	_leadership	_leadership	Faire	POS1
N	Valid	177	177	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0	0	0
Skewness		.049	-.732	-.234	-.479	-.640	-.662	-.822	-1.139	-.910
Std. Error of Skewness		.183	.183	.183	.183	.183	.183	.183	.183	.183
Kurtosis		-.392	-.023	-.095	.377	.091	.128	.823	1.466	.988
Std. Error of Kurtosis		.363	.363	.363	.363	.363	.363	.363	.363	.363



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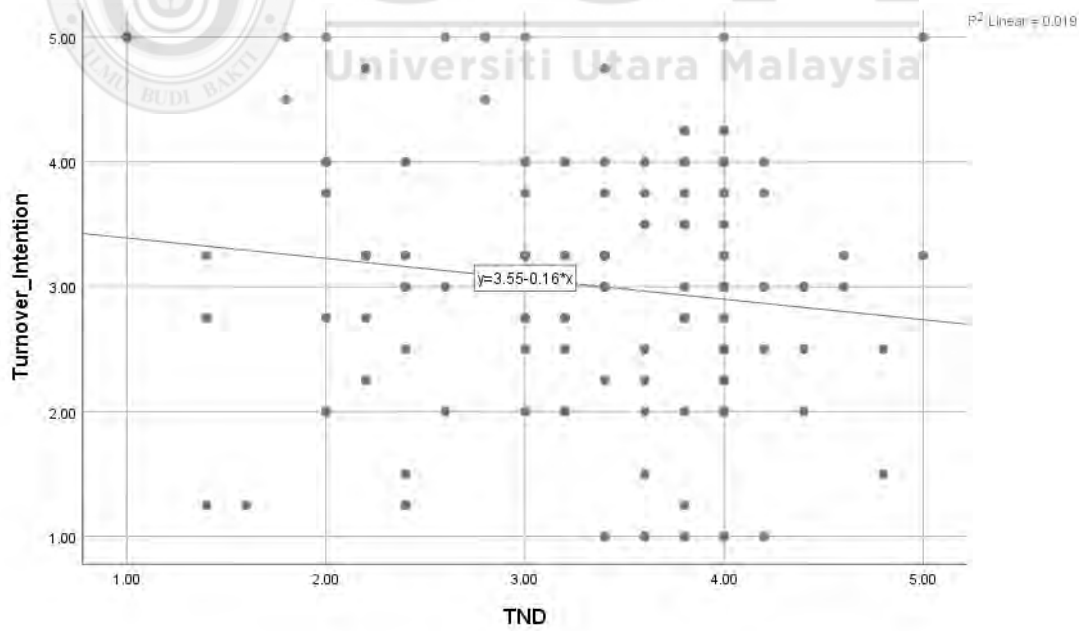
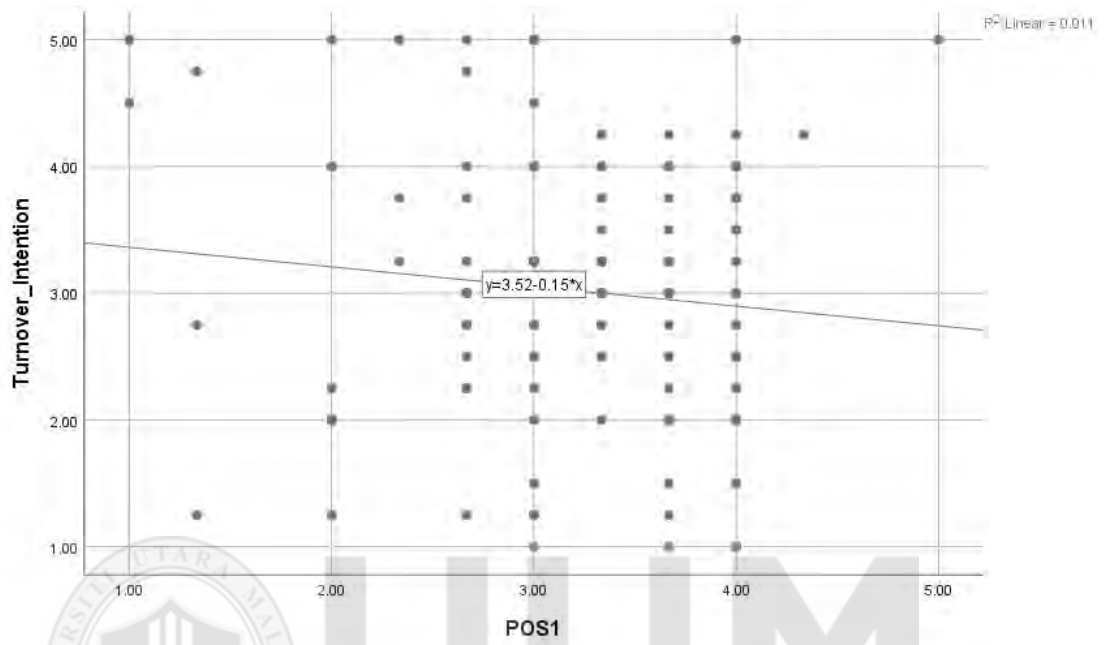
Appendix 5
Linearity Test

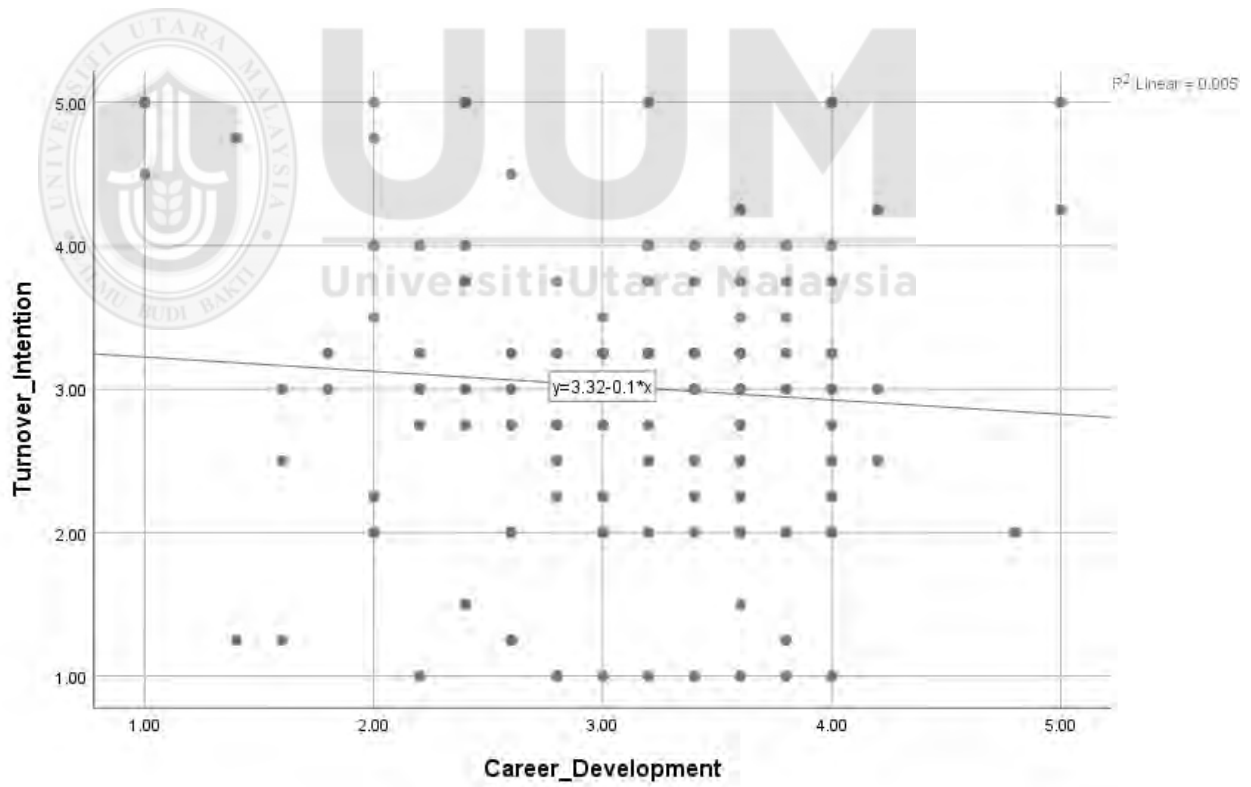
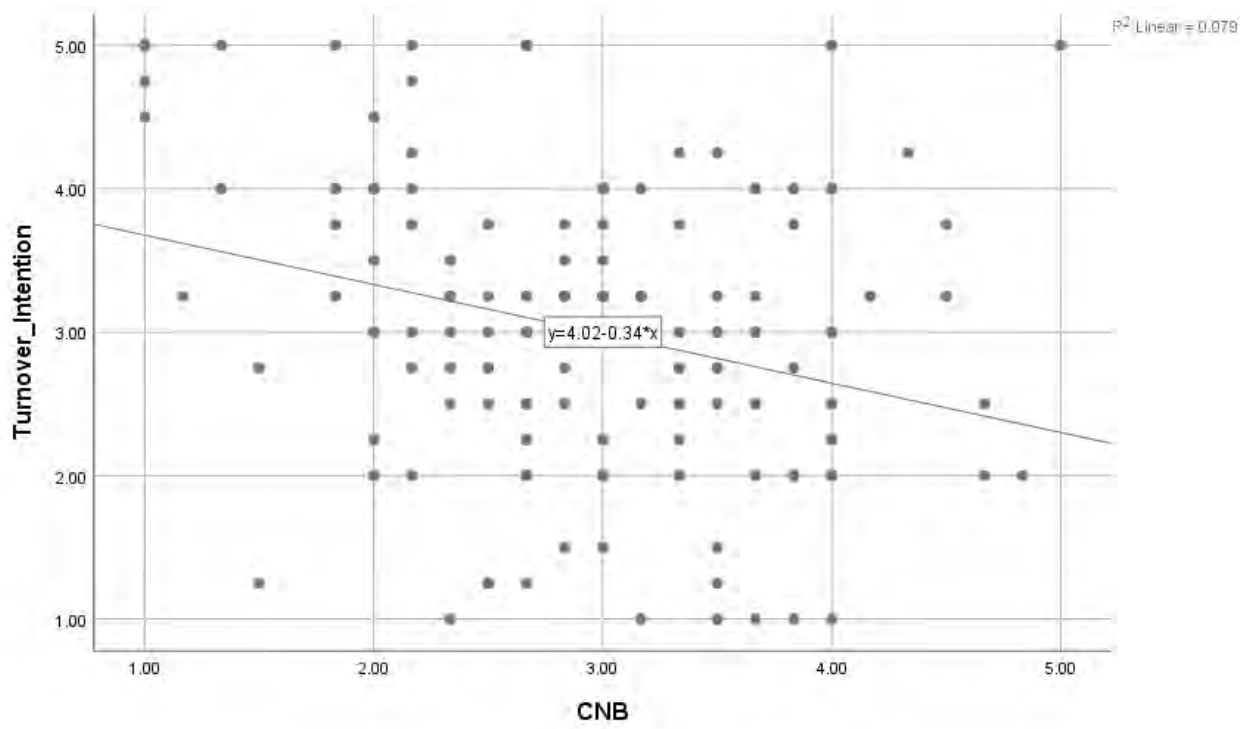
UUM

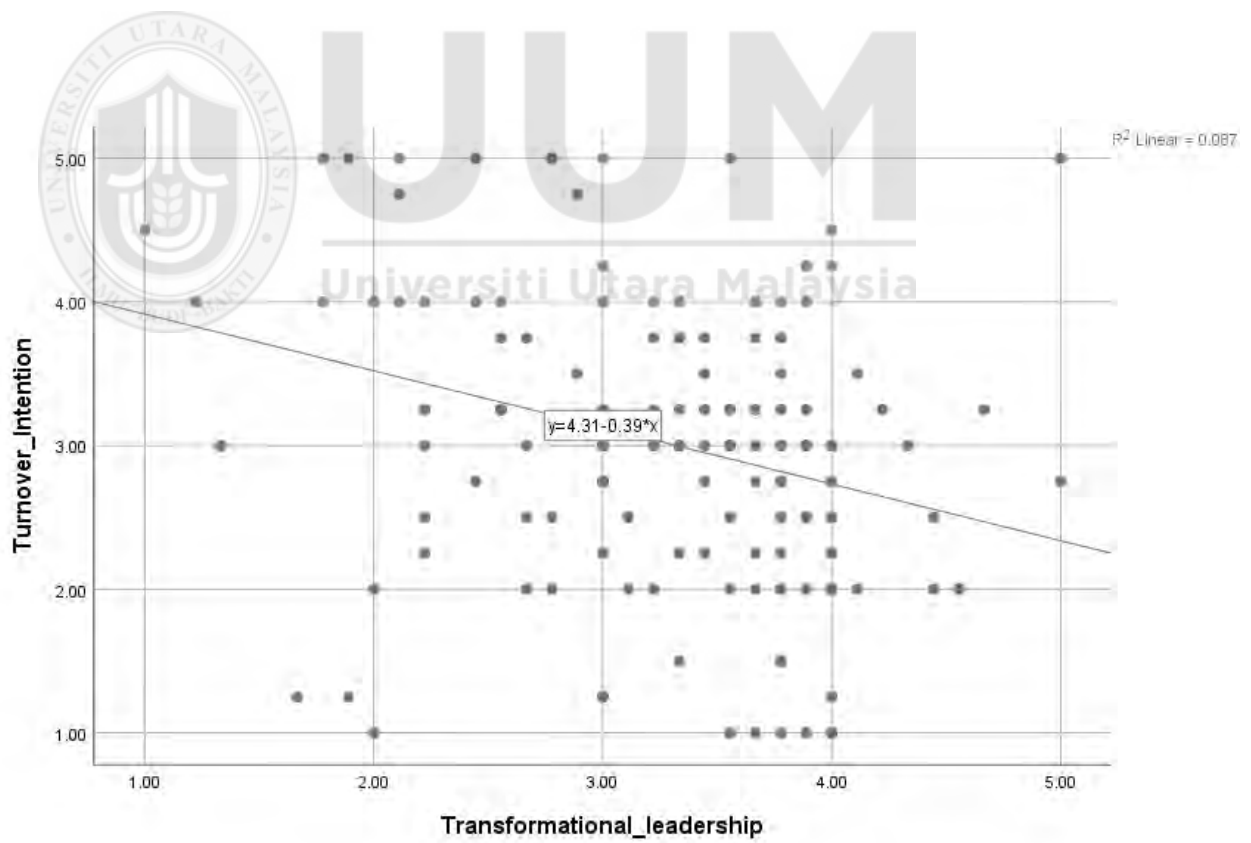
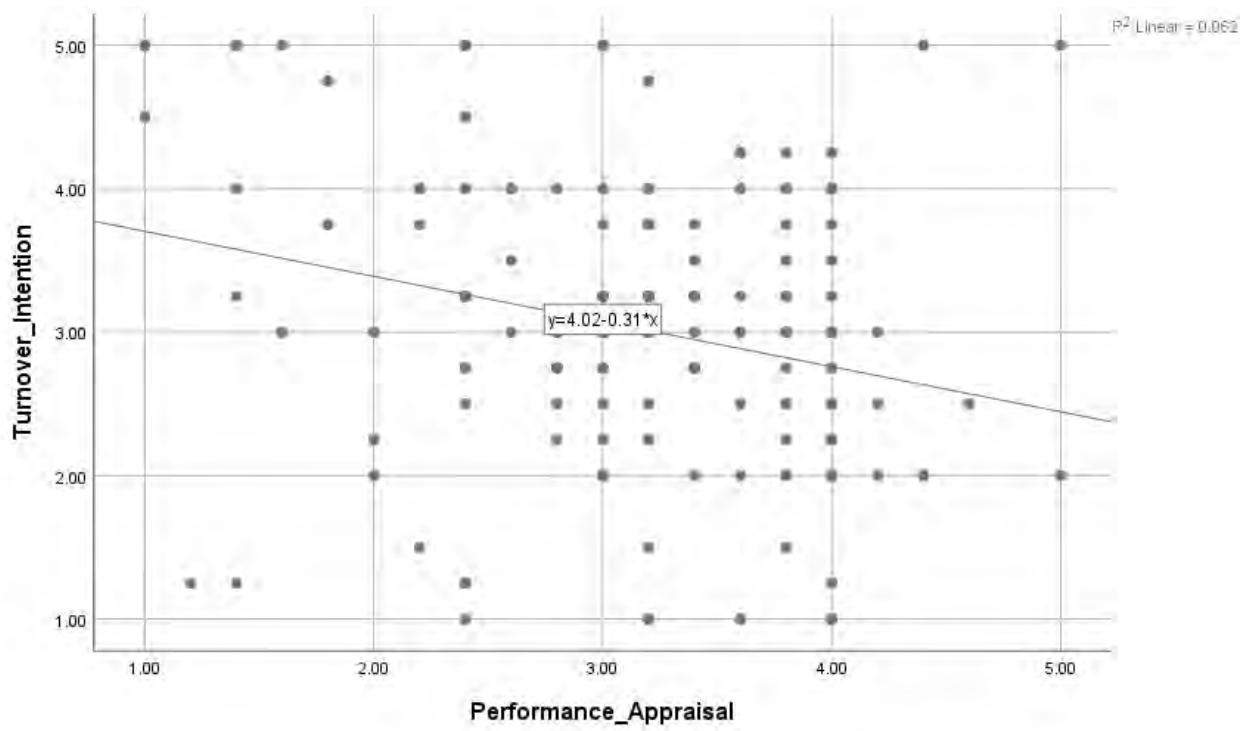
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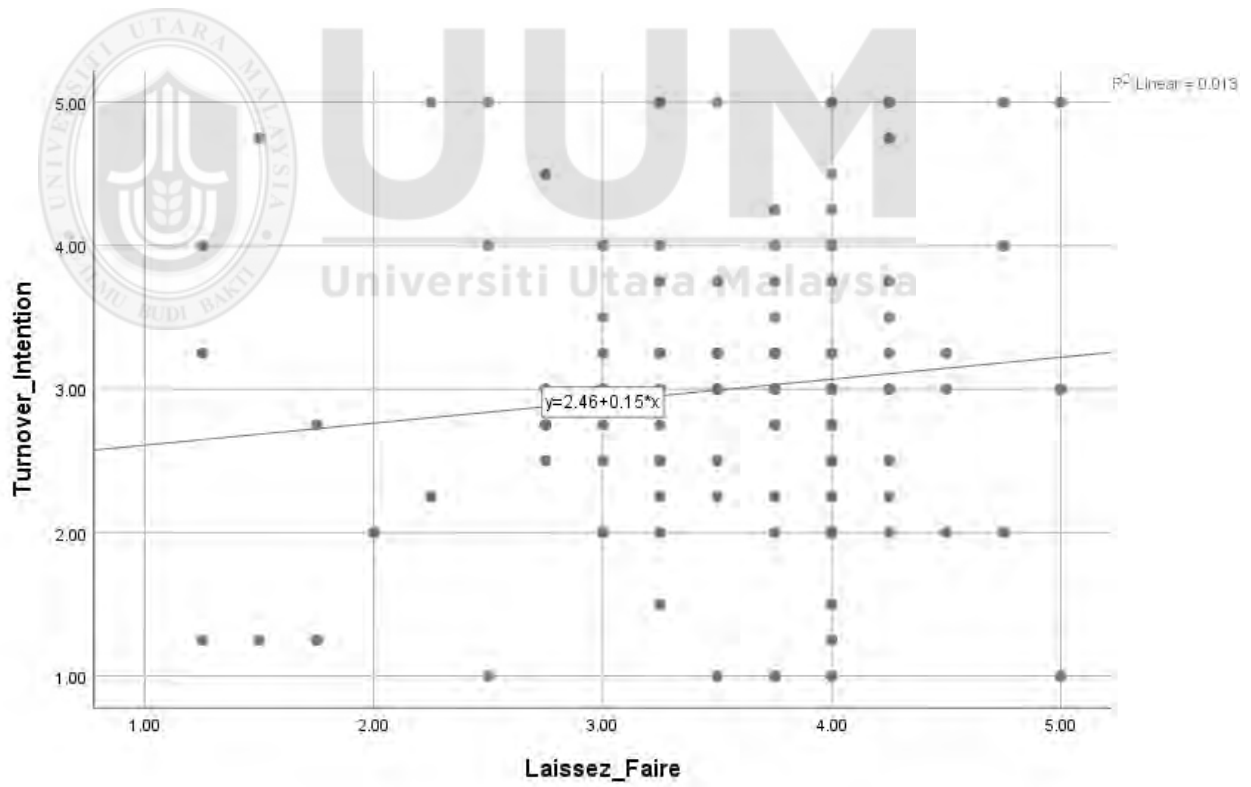
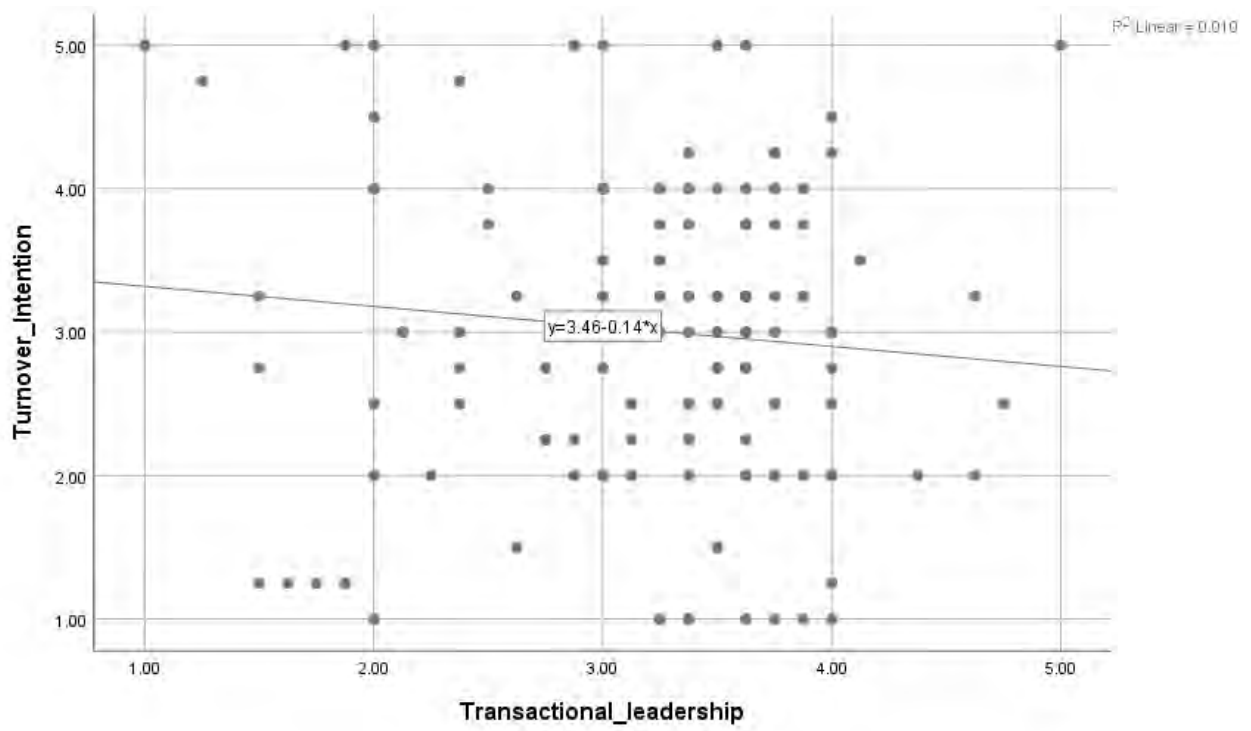
LINEARITY TEST

Graph











Appendix 6
Multivariate Outliers

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Multivariate Outliers

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464 ^a	.215	.178	.92073

a. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal

b. Dependent Variable: Turnover_Intention

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.000	8	4.875	5.751	.000 ^b
	Residual	142.420	168	.848		
	Total	181.420	176			

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.459	.397		8.717	.000
	TND	.098	.134	.082	.733	.465
	CNB	-.260	.123	-.212	-2.105	.037
	Career_Development	.058	.138	.043	.420	.675
	Performance_Appraisal	-.154	.160	-.122	-.962	.337
	Transformational_leadership	-.499	.157	-.374	-3.173	.002
	Transactional_leadership	.116	.172	.082	.677	.499
	Laissez_Faire	.436	.134	.323	3.252	.001
	POS1	-.002	.159	-.001	-.013	.989

a. Dependent Variable: Turnover_Intention

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2758	4.3892	3.0099	.47073	177
Std. Predicted Value	-1.559	2.930	.000	1.000	177
Standard Error of Predicted Value	.086	.438	.195	.073	177
Adjusted Predicted Value	2.0968	4.2711	3.0071	.47155	177
Residual	-2.26330	2.57209	.00000	.89956	177
Std. Residual	-2.458	2.794	.000	.977	177
Stud. Residual	-2.523	2.879	.001	1.004	177
Deleted Residual	-2.38451	2.73206	.00275	.95131	177
Stud. Deleted Residual	-2.565	2.944	.002	1.011	177
Mahal. Distance	.547	38.757	7.955	6.944	177
Cook's Distance	.000	.113	.007	.013	177
Centered Leverage Value	.003	.220	.045	.039	177

a. Dependent Variable: Turnover_Intention

```

EXAMINE VARIABLES=MAH_1
/PLOT BOXPLOT STEMLEAF
/COMPARE GROUPS
/STATISTICS DESCRIPTIVES EXTREME
/CINTERVAL 95
/MISSING LISTWISE
/NOTOTAL.
    
```

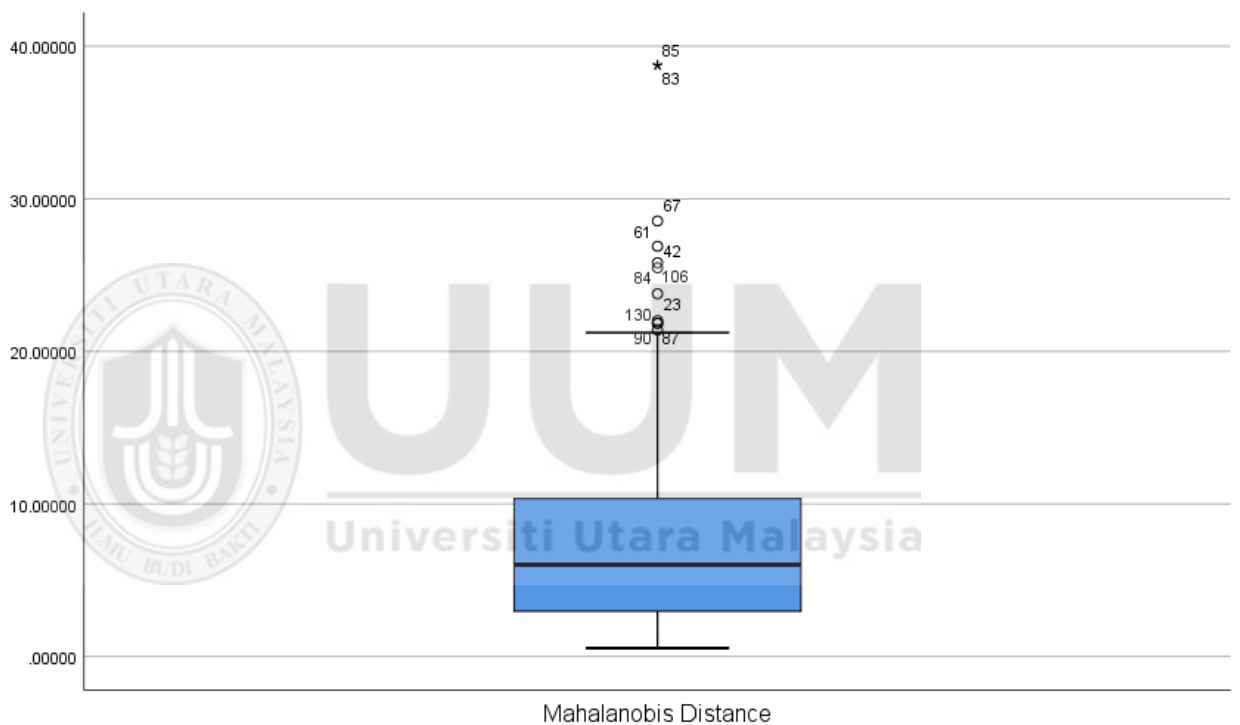
Explore

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	177	100.0%	0	0.0%	177	100.0%

8.00 1 . 00001111
 9.00 1 . 222223333
 8.00 1 . 44444555
 8.00 1 . 66666777
 1.00 1 . 8
 2.00 2 . 01
 11.00 Extremes (>=21)

Stem width: 10.00000
 Each leaf: 1 case(s)



DIDAPATI ADA 11 ORANG RESPONDEN YANG EKSTRIM DAN PERLU DIBUANG DARIPADA SENARAI DATA

BERIKUT ADALAH NOMBOR RESPONDEN YANG TERLIBAT :
 130, 106, 90, 87, 85, 84, 83, 67, 61, 42, 23 (JUMLAH 11)

REGRESSION

/MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT Turnover_Intention

/METHOD=ENTER TND CNB Career_Development Performance_Appraisal
 Transformational_leadership
 Transactional_leadership Laissez_Faire POS1
 /SAVE MAHAL.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438 ^a	.192	.151	.91566

- a. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal
 b. Dependent Variable: Turnover_Intention

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.235	8	3.904	4.657	.000 ^b
	Residual	131.635	157	.838		
	Total	162.870	165			

- a. Dependent Variable: Turnover_Intention
 b. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.174	.429		7.396	.000
	TND	.119	.153	.092	.779	.437
	CNB	-.193	.137	-.149	-1.406	.162
	Career_Development	-.162	.166	-.122	-.976	.331
	Performance_Appraisal	-.102	.188	-.081	-.543	.588
	Transformational_leadership	-.616	.186	-.443	-3.309	.001
	Transactional_leadership	.485	.216	.318	2.251	.026
	Laissez_Faire	.343	.155	.252	2.216	.028
	POS1	.015	.179	.010	.081	.936

- a. Dependent Variable: Turnover_Intention

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8957	4.2447	2.9608	.43509	166
Std. Predicted Value	-2.448	2.951	.000	1.000	166
Standard Error of Predicted Value	.093	.363	.202	.068	166
Adjusted Predicted Value	1.8755	4.2100	2.9594	.44071	166
Residual	-2.21601	2.38083	.00000	.89319	166
Std. Residual	-2.420	2.600	.000	.975	166
Stud. Residual	-2.488	2.690	.001	1.005	166
Deleted Residual	-2.34195	2.54835	.00146	.94829	166
Stud. Deleted Residual	-2.530	2.745	.001	1.012	166
Mahal. Distance	.723	24.942	7.952	5.789	166
Cook's Distance	.000	.069	.007	.013	166
Centered Leverage Value	.004	.151	.048	.035	166

a. Dependent Variable: Turnover_Intention

```

EXAMINE VARIABLES=MAH_2
/PLOT BOXPLOT STEMLEAF
/COMPARE GROUPS
/STATISTICS DESCRIPTIVES EXTREME
/CINTERVAL 95
/MISSING LISTWISE
/NOTOTAL.

```

Explore

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	166	100.0%	0	0.0%	166	100.0%

Descriptives

		Statistic	Std. Error	
Mahalanobis Distance	Mean	7.9518072	.44934069	
	95% Confidence Interval for Mean	Lower Bound	7.0646085	
		Upper Bound	8.8390060	
	5% Trimmed Mean	7.5778867		
	Median	6.4452413		
	Variance	33.517		
	Std. Deviation	5.78934979		
	Minimum	.72336		
	Maximum	24.94246		
	Range	24.21910		
	Interquartile Range	7.94563		
	Skewness	.846	.188	
	Kurtosis	-.137	.375	

Extreme Values

		Case Number	Value	
Mahalanobis Distance	Highest	1	96	24.94246
		2	74	22.89126
		3	11	21.99613
		4	147	21.44252
		5	141	21.30162
	Lowest	1	37	.72336
		2	21	.73979
		3	39	.77582
		4	115	.82090
		5	166	1.13121 ^a

a. Only a partial list of cases with the value 1.13121 are shown in the table of lower extremes.

Mahalanobis Distance Stem-and-Leaf Plot

Frequency Stem & Leaf

```

22.00 0 . 00001111111111111111
34.00 0 . 222222222222222222233333333333333
23.00 0 . 444444444444444444455555
14.00 0 . 666666777777777
23.00 0 . 888888889999999999999
  
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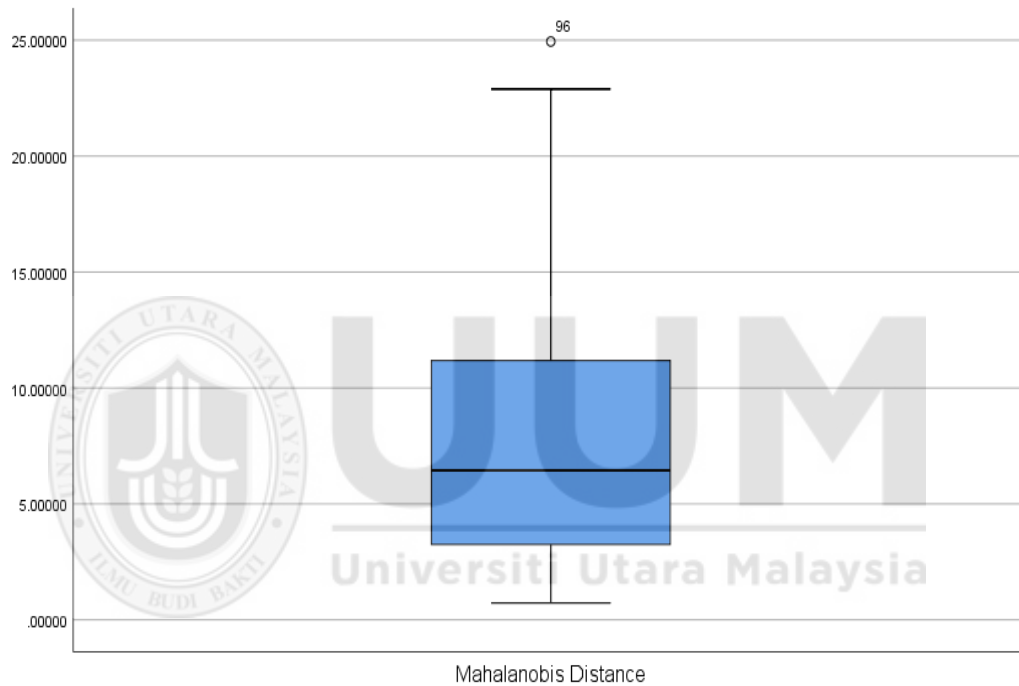
```

12.00    1 . 000000011111
11.00    1 . 22233333333
 7.00    1 . 4444455
 8.00    1 . 66777777
 5.00    1 . 88899
 5.00    2 . 01111
 1.00    2 . 2
 1.00 Extremes (>=25)

```

Stem width: 10.00000

Each leaf: 1 case(s)



DARIPADA KEPUTUSAN DI ATAS, DILIHAT MASIH ADA SEORANG LAGI RESPONDEN YANG EKSTRIM DAN PERLU DIBUANG DARIPADA SENARAI DATA.

NOMBOR RESPONDEN IALAH 96

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT Turnover_Intention

/METHOD=ENTER TND CNB Career_Development Performance_Appraisal
 Transformational_leadership
 Transactional_leadership Laissez_Faire POS1
 /SAVE MAHAL.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 ^a	.191	.149	.91853

- a. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal
 b. Dependent Variable: Turnover_Intention

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.040	8	3.880	4.599	.000 ^b
	Residual	131.617	156	.844		
	Total	162.657	164			

- a. Dependent Variable: Turnover_Intention
 b. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.185	.436		7.299	.000
	TND	.116	.155	.089	.751	.454
	CNB	-.193	.138	-.148	-1.397	.164
	Career_Development	-.168	.171	-.125	-.981	.328
	Performance_Appraisal	-.092	.199	-.073	-.464	.643
	Transformational_leadership	-.619	.188	-.444	-3.296	.001
	Transactional_leadership	.482	.218	.312	2.211	.028
	Laissez_Faire	.346	.156	.253	2.213	.028
	POS1	.015	.180	.010	.083	.934

- a. Dependent Variable: Turnover_Intention

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8979	4.2499	2.9636	.43505	165
Std. Predicted Value	-2.450	2.956	.000	1.000	165
Standard Error of Predicted Value	.095	.350	.204	.068	165
Adjusted Predicted Value	1.8752	4.2155	2.9619	.44097	165
Residual	-2.21495	2.38546	.00000	.89585	165
Std. Residual	-2.411	2.597	.000	.975	165
Stud. Residual	-2.479	2.688	.001	1.005	165
Deleted Residual	-2.34098	2.55640	.00176	.95216	165
Stud. Deleted Residual	-2.521	2.744	.001	1.012	165
Mahal. Distance	.769	22.767	7.952	5.718	165
Cook's Distance	.000	.068	.007	.013	165
Centered Leverage Value	.005	.139	.048	.035	165

a. Dependent Variable: Turnover_Intention

```

EXAMINE VARIABLES=MAH_3
/PLOT BOXPLOT STEMLEAF
/COMPARE GROUPS
/STATISTICS DESCRIPTIVES EXTREME
/CINTERVAL 95
/MISSING LISTWISE
/NOTOTAL.
    
```

Explore

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	165	100.0%	0	0.0%	165	100.0%

Descriptives

		Statistic	Std. Error
Mahalanobis Distance	Mean	7.9515152	.44515296
	95% Confidence Interval for Mean	Lower Bound	7.0725452
		Upper Bound	8.8304851
	5% Trimmed Mean	7.5971174	
	Median	6.5442441	
	Variance	32.697	
	Std. Deviation	5.71809326	
	Minimum	.76923	
	Maximum	22.76731	
	Range	21.99808	
	Interquartile Range	7.84536	
	Skewness	.808	.189
	Kurtosis	-.263	.376

Extreme Values

		Case Number	Value
Mahalanobis Distance	Highest	1	74
		2	22.57969
		3	21.87671
		4	21.67007
		5	21.37852
	Lowest	1	37
		2	39
		3	114
		4	21
		5	165

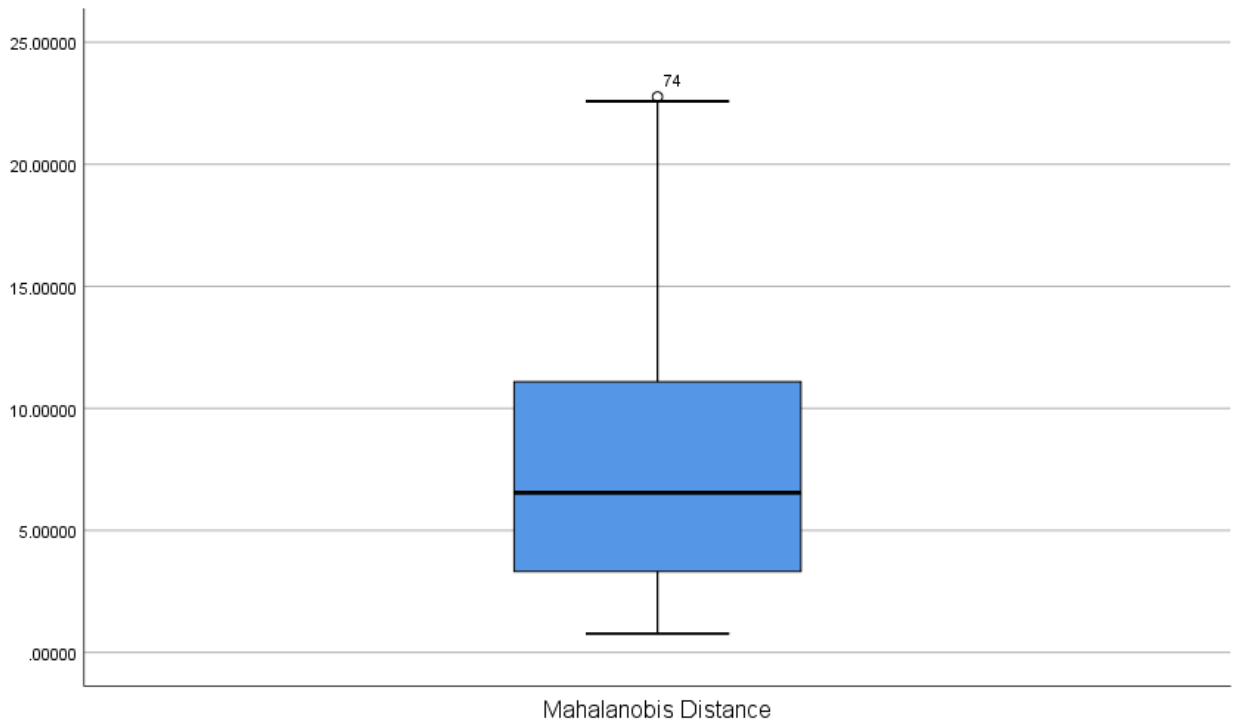
a. Only a partial list of cases with the value 1.13671 are shown in the table of lower extremes.

Mahalanobis Distance Stem-and-Leaf Plot

Frequency Stem & Leaf

```

22.00  0 . 000011111111111111111111
32.00  0 . 22222222222222222222223333333333333333333
    
```

SETELAH DIUJI LAGI, ADA SATU LAGI RESPONDEN YANG EKSTRIM IAITU NOMBOR 74

REGRESSION
 /MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT Turnover_Intention
 /METHOD=ENTER TND CNB Career_Development Performance_Appraisal
 Transformational_leadership
 Transactional_leadership Laissez_Faire POS1
 /SAVE MAHAL.

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	164	100.0%	0	0.0%	164	100.0%

Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 ^a	.191	.149	.92124

a. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal

b. Dependent Variable: Turnover_Intention

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.066	8	3.883	4.576	.000 ^b
	Residual	131.545	155	.849		
	Total	162.611	163			

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.182	.438		7.269	.000
	TND	.124	.157	.095	.788	.432
	CNB	-.191	.138	-.147	-1.385	.168
	Career_Development	-.174	.173	-.129	-1.004	.317
	Performance_Appraisal	-.086	.201	-.067	-.425	.671
	Transformational_leadership	-.634	.195	-.454	-3.247	.001
	Transactional_leadership	.498	.226	.321	2.206	.029
	Laissez_Faire	.336	.160	.246	2.093	.038
	POS1	.014	.180	.009	.079	.937

a. Dependent Variable: Turnover_Intention

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8816	4.2542	2.9649	.43657	164
Std. Predicted Value	-2.482	2.953	.000	1.000	164
Standard Error of Predicted Value	.096	.350	.205	.068	164
Adjusted Predicted Value	1.8690	4.2203	2.9633	.44239	164
Residual	-2.22062	2.38056	.00000	.89834	164
Std. Residual	-2.410	2.584	.000	.975	164
Stud. Residual	-2.479	2.676	.001	1.005	164
Deleted Residual	-2.34807	2.55207	.00159	.95553	164
Stud. Deleted Residual	-2.521	2.731	.001	1.012	164
Mahal. Distance	.779	22.543	7.951	5.689	164
Cook's Distance	.000	.069	.007	.013	164
Centered Leverage Value	.005	.138	.049	.035	164

a. Dependent Variable: Turnover_Intention

```

EXAMINE VARIABLES=MAH_4
/PLOT BOXPLOT STEMLEAF
/COMPARE GROUPS
/STATISTICS DESCRIPTIVES EXTREME
/CINTERVAL 95
/MISSING LISTWISE
/NOTOTAL.
    
```

Explore

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	164	100.0%	0	0.0%	164	100.0%

Descriptives

			Statistic	Std. Error
Mahalanobis Distance	Mean		7.9512195	.44424193
	95% Confidence Interval for Mean	Lower Bound	7.0740085	
		Upper Bound	8.8284306	
	5% Trimmed Mean		7.6007696	
	Median		6.4443492	
	Variance		32.366	
	Std. Deviation		5.68907253	
	Minimum		.77902	
	Maximum		22.54299	
	Range		21.76397	
	Interquartile Range		7.96272	
	Skewness		.805	.190
	Kurtosis		-.257	.377

Extreme Values

		Case Number	Value
Mahalanobis Distance	Highest	1	11 22.54299
		2	139 22.09775
		3	143 21.91346
		4	145 21.84551
		5	79 21.78564
	Lowest	1	39 .77902
		2	37 .78341
		3	113 .80220
		4	21 .85261
		5	164 1.13027 ^a

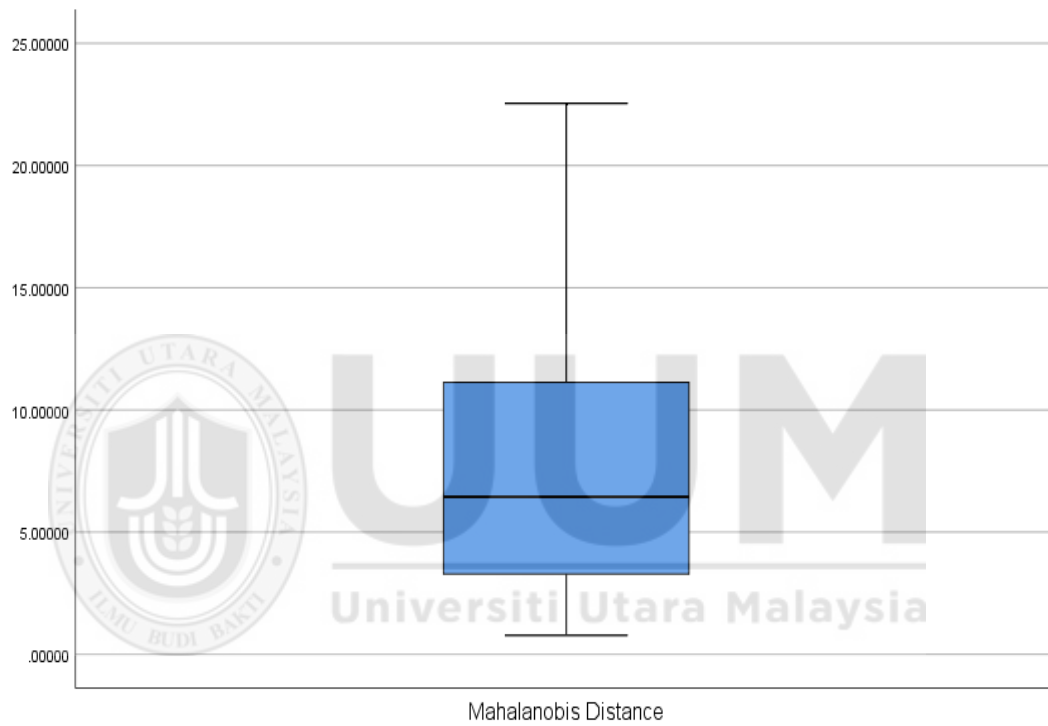
a. Only a partial list of cases with the value 1.13027 are shown in the table of lower extremes.

Mahalanobis Distance Stem-and-Leaf Plot

Frequency	Stem & Leaf
22.00	0 . 000011111111111111111111
32.00	0 . 22222222222222223333333333333333
22.00	0 . 444444444444444455555
16.00	0 . 6666666677777777
23.00	0 . 888888889999999999999999
12.00	1 . 000000001111

6.00	1 . 222233
13.00	1 . 44444444445555
5.00	1 . 67777
6.00	1 . 888899
5.00	2 . 00111
2.00	2 . 22

Stem width: 10.00000
Each leaf: 1 case(s)



UJIAN TERAKHIR MENUNJUKKAN SEMUA RESPONDEN YANG EKSTRIM TELAH DIBUANG DARIPADA DATA

Appendix 7

Factor Analysis



UUM

Universiti Utara Malaysia

Factor Analysis

DV = EMPLOYEE TURNOVER INTENTION

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.802
Bartlett's Test of Sphericity	Approx. Chi-Square	583.167
	df	6
	Sig.	.000

Anti-image Matrices

		I often think about quitting	It is likely that i will actively look for a new job next	I will probably look for a new job next year	I often think of changing my job
Anti-image Covariance	I often think about quitting	.281	-.115	.017	-.112
	It is likely that i will actively look for a new job next	-.115	.196	-.121	-.003
	I will probably look for a new job next year	.017	-.121	.222	-.109
	I often think of changing my job	-.112	-.003	-.109	.290
Anti-image Correlation	I often think about quitting	.817 ^a	-.491	.070	-.394
	It is likely that i will actively look for a new job next	-.491	.773 ^a	-.578	-.012
	I will probably look for a new job next year	.070	-.578	.783 ^a	-.430
	I often think of changing my job	-.394	-.012	-.430	.841 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.360	83.992	83.992	3.360	83.992	83.992
2	.274	6.844	90.836			
3	.251	6.286	97.122			
4	.115	2.878	100.000			

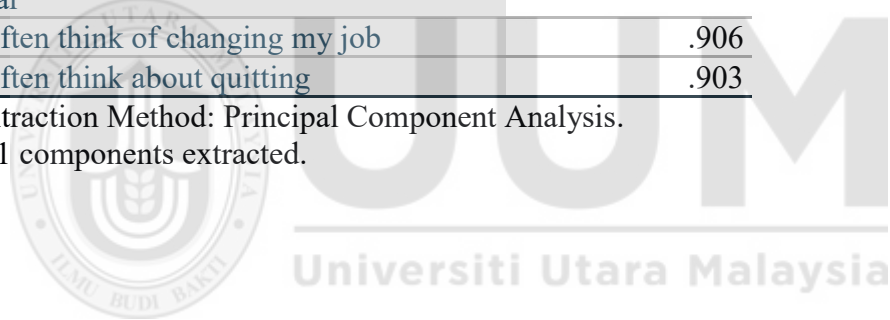
Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
It is likely that i will actively look for a new job next	.935
I will probably look for a new job next year	.922
I often think of changing my job	.906
I often think about quitting	.903

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



IV = POS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.678
Bartlett's Test of Sphericity	Approx. Chi-Square	159.566
	df	3
	Sig.	.000

Anti-image Matrices

		The organization values my contribution to its well-being	The organization strongly considers my goals and values	The organization would forgive an honest mistake on my part
Anti-image Covariance	The organization values my contribution to its well-being	.485	-.287	-.177
	The organization strongly considers my goals and values	-.287	.513	-.121
	The organization would forgive an honest mistake on my part	-.177	-.121	.695
Anti-image Correlation	The organization values my contribution to its well-being	.637 ^a	-.574	-.304
	The organization strongly considers my goals and values	-.574	.653 ^a	-.203
	The organization would forgive an honest mistake on my part	-.304	-.203	.792 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.132	71.068	71.068	2.132	71.068	71.068
2	.553	18.420	89.488			
3	.315	10.512	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
The organization values my contribution to its well-being	.882
The organization strongly considers my goals and values	.865
The organization would forgive an honest mistake on my part	.779

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



UUM
Universiti Utara Malaysia

IV = TND

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	656.743
	df	10
	Sig.	.000

Anti-image Matrices

	My organization provides its employees with good opportunities to undertake in-house job-specific training	My organization provides a good environment for new recruits to learn job-specific skills and knowledge	My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	My organization provides assistance for its employees to take management training and development courses externally at educational institutions
Anti-image Covariance	.342	-.079	-.038	-.091	-.052
My organization provides a good environment for new recruits to learn job-specific skills and knowledge	-.079	.271	-.156	.003	-.037
My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	-.038	-.156	.266	-.049	-.028

	My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	-0.091	.003	-0.049	.295	-.153
	My organization provides assistance for its employees to take management training and development courses externally at educational institutions	-0.052	-.037	-.028	-.153	.313
Anti-image Correlation	My organization provides its employees with good opportunities to undertake in-house job-specific training	.916 ^a	-.260	-.127	-.286	-.158
	My organization provides a good environment for new recruits to learn job-specific skills and knowledge	-.260	.834 ^a	-.581	.012	-.129
	My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	-.127	-.581	.846 ^a	-.174	-.097

My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	-286	.012	-174	.852 ^a	-.504
My organization provides assistance for its employees to take management training and development courses externally at educational institutions	-158	-.129	-.097	-.504	.872 ^a

a. Measures of Sampling Adequacy(MSA)

Component	Total Variance Explained			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.901	78.016	78.016	3.901	78.016	78.016
2	.442	8.848	86.864			
3	.287	5.735	92.599			
4	.207	4.133	96.732			
5	.163	3.268	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	.892
My organization provides a good environment for new recruits to learn job-specific skills and knowledge	.884
My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	.882

My organization provides its employees with good opportunities to undertake in-house job-specific training	.880
My organization provides assistance for its employees to take management training and development courses externally at educational institutions	.877

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



IV = CNB

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	506.128
	df	15
	Sig.	.000

Anti-image Matrices

		I am very satisfied with my salary	My employee's benefits are very good	I receive an additional bonus if i do additional work	I believe that the salaries are fair and there are no favourtism	Salaries are competitve compared to other similar organizations	There are oppurtunities for recogniti on in my job
Anti-image Covariance	I am very satisfied with my salary	.457	-.167	-.045	-.070	-.063	-.095
	My employee's benefits are very good	-.167	.563	-.157	.118	-.039	-.079
	I receive an additional bonus if i do additional work	-.045	-.157	.379	-.193	-.032	.006
	I believe that the salaries are fair and there are no favourtism	-.070	.118	-.193	.367	-.120	-.064
	Salaries are competitve compared to other similar organizations	-.063	-.039	-.032	-.120	.437	-.150
	There are oppurtunities for recognition in my job	-.095	-.079	.006	-.064	-.150	.505
	Anti-image Correlation	I am very satisfied with my salary	.890 ^a	-.330	-.108	-.170	-.140
	My employee's benefits are very good	-.330	.780 ^a	-.339	.259	-.079	-.148
	I receive an additional bonus if i do additional work	-.108	-.339	.814 ^a	-.518	-.077	.013

I believe that the salaries are fair and there are no favouritism	-0.170	0.259	-0.518	0.779 ^a	-0.300	-0.149
Salaries are competitive compared to other similar organizations	-0.140	-0.079	-0.077	-0.300	0.884 ^a	-0.320
There are opportunities for recognition in my job	-0.198	-0.148	0.013	-0.149	-0.320	0.891 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.792	63.198	63.198	3.792	63.198	63.198
2	.727	12.117	75.315			
3	.542	9.037	84.352			
4	.377	6.277	90.629			
5	.342	5.696	96.325			
6	.221	3.675	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
I receive an additional bonus if i do additional work	.833
Salaries are competitive compared to other similar organizations	.824
I am very satisfied with my salary	.821
I believe that the salaries are fair and there are no favouritism	.812
There are opportunities for recognition in my job	.786
My employee's benefits are very good	.684

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

IV = Career Development

KMO and Bartlett's Test

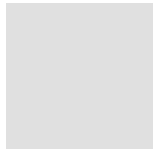
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	407.511
	df	10
	Sig.	.000

Anti-image Matrices

	Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	The firm possesses mechanisms for internal promotion	I consider that i have real options for internal promotion in my organization	I am satisfied with my chances for promotion	I feel i have already achieved all i want to achieve in my career	
Anti-image Covariance	Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	.454	-.208	-.103	-.011	-.041
	The firm possesses mechanisms for internal promotion	-.208	.416	-.118	-.052	-.009
	I consider that i have real options for internal promotion in my organization	-.103	-.118	.425	-.152	.000
	I am satisfied with my chances for promotion	-.011	-.052	-.152	.400	-.240
	I feel i have already achieved all i want to achieve in my career	-.041	-.009	.000	-.240	.557
Anti-image Correlation	Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	.818 ^a	-.479	-.234	-.025	-.081

The firm possesses mechanisms for internal promotion	-0.479	.813 ^a	-0.281	-0.127	-0.020
I consider that i have real options for internal promotion in my organization	-0.234	-0.281	.844 ^a	-0.369	.000
I am satisfied with my chances for promotion	-0.025	-0.127	-0.369	.777 ^a	-0.509
I feel i have already achieved all i want to achieve in my career	-0.081	-0.020	.000	-0.509	.790 ^a

a. Measures of Sampling Adequacy(MSA)



Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.273	65.466	65.466	3.273	65.466	65.466
2	.759	15.187	80.652			
3	.410	8.206	88.858			
4	.292	5.836	94.694			
5	.265	5.306	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
I consider that i have real options for internal promotion in my organization	.847
I am satisfied with my chances for promotion	.837
The firm possesses mechanisms for internal promotion	.832
Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	.807
I feel i have already achieved all i want to achieve in my career	.716

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

IV = Performance Appraisal

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.820
Bartlett's Test of Sphericity	Approx. Chi-Square	618.371
	df	10
	Sig.	.000

Anti-image Matrices

	I am satisfied with the way my organization provides me with feedback	The feedback i receive on how i do my job is highly relevant	I think that my organization attempts to conduct performance appraisal the best possible way	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performace	Performance appraisal is valuable to me as well as to my organization
Anti-image Covariance	.214	-.124	.005	-.103	.020
I am satisfied with the way my organization provides me with feedback					
The feedback i receive on how i do my job is highly relevant	-.124	.180	-.128	-.006	-.028
I think that my organization attempts to conduct performance appraisal the best possible way	.005	-.128	.361	-.021	-.054

	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance	-.103	-.006	-.021	.346	-.186
	Performance appraisal is valuable to me as well as to my organization	.020	-.028	-.054	-.186	.523
Anti-image Correlation	I am satisfied with the way my organization provides me with feedback	.792 ^a	-.630	.019	-.380	.060
	The feedback i receive on how i do my job is highly relevant	-.630	.768 ^a	-.502	-.023	-.093
	I think that my organization attempts to conduct performance appraisal the best possible way	.019	-.502	.867 ^a	-.061	-.124

My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance	-0.380	-0.023	-0.061	.846 ^a	-0.436
Performance appraisal is valuable to me as well as to my organization	.060	-0.093	-0.124	-0.436	.861 ^a

a. Measures of Sampling Adequacy(MSA)

Component	Total Variance Explained					
	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.700	73.991	73.991	3.700	73.991	73.991
2	.579	11.588	85.579			
3	.371	7.428	93.008			
4	.237	4.746	97.753			
5	.112	2.247	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
The feedback i receive on how i do my job is highly relevant	.920
I am satisfied with the way my organization provides me with feedback	.902
My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance	.864
I think that my organization attempts to conduct performance appraisal the best possible way	.846

Performance appraisal is valuable to me as well as to my organization	.758
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Extraction Method: Principal Component Analysis.

a. 1 components extracted.



IV = Transformational Leadership

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.916
Bartlett's Test of Sphericity	Approx. Chi-Square	1303.827
	df	36
	Sig.	.000

Anti-image Matrices

		I have complete confidence in my manager	My manager engages in words and deeds which enhances image of competence	My manager serves as a role model for me	Instills pride in being associated with him/her	My manager displays extraordinary talent and competence in whatever he/she decides	I am ready to trust him/her to overcome any obstacle	My manager listens to my concerns	My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	My manager shows how to look at problems from new angles
Anti-image Covariance	I have complete confidence in my manager	.299	-.104	.031	.007	-.059	.031	-.026	-.001	-.109
	My manager engages in words and deeds which enhances image of competence	-.104	.268	-.071	-.023	-.044	-.034	.019	-.037	.015
	My manager serves as a role model for me	.031	-.071	.302	-.135	-.051	.055	-.053	.029	-.066
	Instills pride in being associated with him/her	.007	-.023	-.135	.315	-.025	-.056	.043	-.072	.004

	My manager displays extraordinary talent and competence in whatever he/she decides	-.059	-.044	-.051	-.025	.227	-.113	-.013	-.014	.023
	I am ready to trust him/her to overcome any obstacle	.031	-.034	.055	-.056	-.113	.276	-.067	.010	-.069
	My manager listens to my concerns	-.026	.019	-.053	.043	-.013	-.067	.362	-.130	-.028
	My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	-.001	-.037	.029	-.072	-.014	.010	-.130	.303	-.079
	My manager shows how to look at problems from new angles	-.109	.015	-.066	.004	.023	-.069	-.028	-.079	.261
Anti-image Correlation	I have complete confidence in my manager	.908 ^a	-.367	.104	.022	-.228	.108	-.080	-.002	-.392
	My manager engages in words and deeds which enhances image of competence	-.367	.936 ^a	-.249	-.080	-.179	-.124	.062	-.130	.056
	My manager serves as a role model for me	.104	-.249	.893 ^a	-.437	-.197	.190	-.161	.096	-.237

Instills pride in being associated with him/her	.022	-.080	-.437	.920 ^a	-.093	-.190	.127	-.234	.015
My manager displays extraordinary talent and competence in whatever he/she decides	-.228	-.179	-.197	-.093	.923 ^a	-.451	-.047	-.054	.094
I am ready to trust him/her to overcome any obstacle	.108	-.124	.190	-.190	-.451	.901 ^a	-.213	.035	-.258
My manager listens to my concerns	-.080	.062	-.161	.127	-.047	-.213	.928 ^a	-.392	-.091
My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	-.002	-.130	.096	-.234	-.054	.035	-.392	.922 ^a	-.280
My manager shows how to look at problems from new angles	-.392	.056	-.237	.015	.094	-.258	-.091	-.280	.914 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained						
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.477	71.967	71.967	6.477	71.967	71.967
2	.568	6.307	78.274			

3	.458	5.084	83.358			
4	.403	4.474	87.832			
5	.294	3.263	91.094			
6	.276	3.071	94.165			
7	.209	2.327	96.492			
8	.187	2.079	98.572			
9	.129	1.428	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
My manager displays extraordinary talent and competence in whatever he/she decides	.880
My manager shows how to look at problems from new angles	.870
My manager engages in words and deeds which enhances image of competence	.870
I am ready to trust him/her to overcome any obstacle	.850
My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	.840
I have complete confidence in my manager	.830
Instills pride in being associated with him/her	.820
My manager serves as a role model for me	.820
My manager listens to my concerns	.800

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

IV = Transactional Leadership

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.868
Bartlett's Test of Sphericity	Approx. Chi-Square	825.006
	df	28
	Sig.	.000

Anti-image Matrices

	Provides me with assistance in exchange for my efforts	Discusses in specific terms who is responsible for achieving performance targets	Makes clear what one can expect to receive when performance goals are achieved	Focuses attention on irregularities, mistakes, exceptions and deviations from standards	Concentrates his/her full attention on dealing with mistakes, complaints and failures	Keeps track of all mistakes	Fails to interfere until problems become serious	Shows that he/she is a firm believer in "if it ain't broke, don't fix it"
Anti-image Covariance	.328	-.169	-.063	-.045	.013	.052	-.029	.037
	-.169	.272	-.076	.002	-.076	.013	-.040	.022
	-.063	-.076	.321	-.111	.030	-.069	.004	-.046

	Focuses attention on irregularities, mistakes, exceptions and deviations from standards	-.045	.002	-.111	.279	-.133	-.039	.033	-.076
	Concentrates his/her full attention on dealing with mistakes, complaints and failures	.013	-.076	.030	-.133	.333	-.127	-.060	.019
	Keeps track of all mistakes	.052	.013	-.069	-.039	-.127	.480	-.098	-.078
	Fails to interfere until problems become serious	-.029	-.040	.004	.033	-.060	-.098	.579	-.214
	Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	.037	.022	-.046	-.076	.019	-.078	-.214	.608
Anti-image Correlation	Provides me with assistance in exchange for my efforts	.834 ^a	-.565	-.195	-.147	.039	.130	-.066	.084
	Discusses in specific terms who is responsible for achieving performance targets	-.565	.842 ^a	-.257	.008	-.251	.037	-.100	.054
	Makes clear what one can expect to receive when performance goals are achieved	-.195	-.257	.898 ^a	-.370	.092	-.177	.009	-.105

Focuses attention on irregularities, mistakes, exceptions and deviations from standards	-.147	.008	-.370	.872 ^a	-.436	-.106	.081	-.186
Concentrates his/her full attention on dealing with mistakes, complaints and failures	.039	-.251	.092	-.436	.865 ^a	-.318	-.138	.041
Keeps track of all mistakes	.130	.037	-.177	-.106	-.318	.895 ^a	-.186	-.145
Fails to interfere until problems become serious	-.066	-.100	.009	.081	-.138	-.186	.882 ^a	-.360
Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	.084	.054	-.105	-.186	.041	-.145	-.360	.859 ^a

a. Measures of Sampling Adequacy(MSA)

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.775	59.686	59.686	4.775	59.686	59.686	3.281	41.012	41.012
2	1.089	13.617	73.303	1.089	13.617	73.303	2.583	32.290	73.303
3	.617	7.714	81.016						
4	.505	6.310	87.326						
5	.348	4.346	91.672						
6	.291	3.640	95.312						
7	.212	2.648	97.960						
8	.163	2.040	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component	
	1	2
Focuses attention on irregularities, mistakes, exceptions and deviations from standards	.872	-.053
Makes clear what one can expect to receive when performance goals are achieved	.850	-.195
Concentrates his/her full attention on dealing with mistakes, complaints and failures	.837	.035
Discusses in specific terms who is responsible for achieving performance targets	.824	-.399
Provides me with assistance in exchange for my efforts	.755	-.502
Keeps track of all mistakes	.729	.368
Fails to interfere until problems become serious	.668	.408
Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	.605	.578

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Rotated Component Matrix^a

	Component	
	1	2
Provides me with assistance in exchange for my efforts	.901	.094
Discusses in specific terms who is responsible for achieving performance targets	.889	.217
Makes clear what one can expect to receive when performance goals are achieved	.780	.390
Focuses attention on irregularities, mistakes, exceptions and deviations from standards	.706	.514
Concentrates his/her full attention on dealing with mistakes, complaints and failures	.623	.560
Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	.098	.831
Keeps track of all mistakes	.328	.748
Fails to interfere until problems become serious	.256	.740

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

**Component Transformation
Matrix**

Component	1	2
1	.771	.637
2	-.637	.771

Extraction Method: Principal
Component Analysis.

Rotation Method: Varimax with
Kaiser Normalization.



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IV = Laissez Faire

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	372.864
	df	6
	Sig.	.000

Anti-image Matrices

		Leadership should be inspirational	My leader has power to influence workers and that comes from his status and position	My leader makes vague explanations of what is expected from subordinates	My leader ask subordinates for suggestion on what assignments to be made
Anti-image Covariance	Leadership should be inspirational	.747	-.144	-.018	-.014
	My leader has power to influence workers and that comes from his status and position	-.144	.344	-.115	-.109
	My leader makes vague explanations of what is expected from subordinates	-.018	-.115	.299	-.166
	My leader ask subordinates for suggestion on what assignments to be made	-.014	-.109	-.166	.306
Anti-image Correlation	Leadership should be inspirational	.876 ^a	-.285	-.038	-.029

My leader has power to influence workers and that comes from his status and position	-0.285	.809 ^a	-0.360	-0.337
My leader makes vague explanations of what is expected from subordinates	-0.038	-0.360	.762 ^a	-0.551
My leader ask subordinates for suggestion on what assignments to be made	-0.029	-0.337	-0.551	.767 ^a

a. Measures of Sampling Adequacy(MSA)

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.853	71.319	71.319	2.853	71.319	71.319
2	.699	17.476	88.795			
3	.253	6.336	95.131			
4	.195	4.869	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
My leader has power to influence workers and that comes from his status and position	.904
My leader makes vague explanations of what is expected from subordinates	.902
My leader ask subordinates for suggestion on what assignments to be made	.899
Leadership should be inspirational	.643

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix 8

Correlation Analysis



Correlations

		Turnover_Intention	POS1	TND	CNB	Career_Development	Performance_Appraisal	Transformational_Leadership	Management_by_exception_active	Management_by_exception_passive	Laissez_Faire
Turnover_Intention	Pearson Correlation	1	-.101	-.053	-.227**	-.131	-.189*	-.218**	-.053	.146	.115
	Sig. (2-tailed)		.200	.502	.003	.095	.015	.005	.498	.062	.141
	N	164	164	164	164	164	164	164	164	164	164
POS1	Pearson Correlation	-.101	1	.728**	.583**	.653**	.700**	.636**	.626**	.432**	.532**
	Sig. (2-tailed)	.200		.000	.000	.000	.000	.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
TND	Pearson Correlation	-.053	.728**	1	.551**	.561**	.690**	.652**	.625**	.421**	.600**
	Sig. (2-tailed)	.502	.000		.000	.000	.000	.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
CNB	Pearson Correlation	-.227**	.583**	.551**	1	.653**	.684**	.594**	.526**	.380**	.387**
	Sig. (2-tailed)	.003	.000	.000		.000	.000	.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Career_Development	Pearson Correlation	-.131	.653**	.561**	.653**	1	.757**	.593**	.645**	.593**	.548**
	Sig. (2-tailed)	.095	.000	.000	.000		.000	.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Performance_Appraisal	Pearson Correlation	-.189*	.700**	.690**	.684**	.757**	1	.804**	.719**	.514**	.578**
	Sig. (2-tailed)	.015	.000	.000	.000	.000		.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Transformational_Leadership	Pearson Correlation	-.218**	.636**	.652**	.594**	.593**	.804**	1	.781**	.500**	.597**
	Sig. (2-tailed)	.005	.000	.000	.000	.000	.000		.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Management_by_exception_active	Pearson Correlation	-.053	.626**	.625**	.526**	.645**	.719**	.781**	1	.631**	.738**
	Sig. (2-tailed)	.498	.000	.000	.000	.000	.000	.000		.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Management_by_exception_passive	Pearson Correlation	.146	.432**	.421**	.380**	.593**	.514**	.500**	.631**	1	.624**
	Sig. (2-tailed)	.062	.000	.000	.000	.000	.000	.000	.000		.000
	N	164	164	164	164	164	164	164	164	164	164
Laissez_Faire	Pearson Correlation	.115	.532**	.600**	.387**	.548**	.578**	.597**	.738**	.624**	1
	Sig. (2-tailed)	.141	.000	.000	.000	.000	.000	.000	.000	.000	
	N	164	164	164	164	164	164	164	164	164	164

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).



Appendix 9
Regression Analysis

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Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.461 ^a	.213	.167	.91183	1.555

a. Predictors: (Constant), Laissez_Faire, CNB, Management_by_exception_passive, POS1, Transformational_leadership, Career_Development, TND, Management_by_exception_active, Performance_Appraisal

b. Dependent Variable: Turnover_Intention

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.569	9	3.841	4.620	.000 ^b
	Residual	128.042	154	.831		
	Total	162.611	163			

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), Laissez_Faire, CNB, Management_by_exception_passive, POS1, Transformational_leadership, Career_Development, TND, Management_by_exception_active, Performance_Appraisal

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.966	.446		6.654	.000		
	POS1	.045	.179	.030	.249	.803	.361	2.769
	TND	.135	.156	.103	.867	.387	.363	2.758
	CNB	-.188	.137	-.144	-1.372	.172	.462	2.163
	Career_Development	-.227	.173	-.168	-1.309	.192	.310	3.228
	Performance_Appraisal	-.069	.199	-.054	-.346	.730	.207	4.821
	Transformational_leadership	-.539	.199	-.386	-2.712	.007	.252	3.968
	Management_by_exception_active	.023	.198	.017	.117	.907	.246	4.059
	Management_by_exception_passive	.444	.151	.300	2.945	.004	.492	2.033
	Laissez_Faire	.339	.159	.248	2.136	.034	.379	2.638

a. Dependent Variable: Turnover_Intention

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8105	4.2409	2.9649	.46052	164
Residual	-2.33498	2.21513	.00000	.88630	164
Std. Predicted Value	-2.507	2.771	.000	1.000	164
Std. Residual	-2.561	2.429	.000	.972	164

a. Dependent Variable: Turnover_Intention

