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**ROLE OVERLOAD, LEADER FACILITATION, WORKGROUP  
SUPPORT, EMPLOYEE RECOGNITION AND TURNOVER  
INTENTION AMONG LECTURERS IN PRIVATE UNIVERSITY  
COLLEGES IN NEGERI SEMBILAN.**



**MASTER OF HUMAN RESOURCE MANAGEMENT  
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MARCH 2017**

**ROLE OVERLOAD, LEADER FACILITATION, WORKGROUP SUPPORT,  
EMPLOYEE RECOGNITION AND TURNOVER INTENTION AMONG  
LECTURERS IN PRIVATE UNIVERSITY COLLEGES IN NEGERI  
SEMBILAN.**



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**Thesis submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
In Partial Fulfillment of the Requirements for the Master of Human Resource  
Management.**



Othman Yeop Abdullah  
Graduate School of Business

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## ABSTRACT

Retaining talented lectures in Private Higher Education Institutions (PHEI) become an alarming issue for the PHEI's managements. Lectures face many difficulties in private higher education institutions compare to public higher education institutions. Some scholars have come up with several factors that could provide the impact on turnover intention. However, studies on the impact of role overload, leader facilitation, workgroup support and employee recognition towards turnover intention specifically among PHEIs' lectures were very limited. The objective of this study is to identify the role overload, leader facilitation, workgroup support and employee recognition that affect turnover intention among PHEIs lectures in Negeri Sembilan. Research data were obtained from two PHEIs in Negeri Sembilan; Inti International University Nilai and KTG Education Group in Mantin. Total five hypotheses were developed in this study. The quantitative research design used to collect the data. Information was collected through questionnaires and was analyzed by using Statistical Package for Social Science (SPSS) version 16.0. Total 152 respondents were involved in this study. Cross sectional research method has been used to synthesis less biased and more accurate result. This research applied descriptive statistics, reliability analysis and inferential analysis to determine the relationship among the variables. Based on the correlation analysis, it has found that role overload and turnover intention shows a positive relationship ( $r = .725^{**}$ ,  $p \leq 0.01$ ). Meanwhile, leader facilitation ( $r = -.669^{**}$ ,  $p \leq 0.01$ ), workgroup support ( $r = -.750^{**}$ ,  $p \leq 0.01$ ) and employee recognition ( $r = -.801^{**}$ ,  $p \leq 0.01$ ) shows negative relationship. The coefficient of determination value ( $R^2 = 0.709$ ) and indicated that role overload, leader facilitation, workgroup support and employee recognition have contributed 70% to the lecturers' turnover intention in PHEI in Negeri Sembilan. Based on multiple regression analysis result, it has found that employee recognition ( $\beta -.420$ ,  $p \leq 0.00$ ) has the most significant relationship and reported as high contributor for employee turnover intention. Meanwhile, the second highest contributing factor is role overload ( $\beta .232$ ,  $p \leq 0.04$ ) and following by workgroup support ( $\beta -.195$ ,  $p \leq 0.17$ ). The factor that least contributed for employee turnover intention among (PHEI) in Negeri Sembilan is leader facilitation ( $\beta -.086$ ,  $p \leq 0.246$ ). This research study has come up with appropriate suggestions for the (PHEI) management and insights for future researchers and for better researches. This research had fulfilled the objectives set earlier by the researcher.

*Keywords: Turnover intention, role overload, leader facilitation, workgroup support, employee recognition, lecturer and Private Higher Education Institution (PHEI).*

## ABSTRAK

Mengekalkan pesyarah berbakat di Institut Pengajian Tinggi Swasta (IPTS) menjadi isu yang membimbangkan kepada pihak pengurusan IPTS. Pesyarah menghadapi banyak kesukaran di Institusi Pengajian Tinggi Swasta (IPTS) berbanding dengan Institusi Pengajian Tinggi Awam (IPTA). Sebahagian ahli falsafah telah membincangkan beberapa factor yang boleh memberi kesan ke atas kadar pusing ganti pekerja. Namun, kajian ini mengkaji mengenai bebanan kerja, fasilitasi pemimpin, sokongan kumpulan pekerja dan pengiktirafan pekerja terhadap kadar pusingan ganti pekerja khususnya di kalangan pesyarah swasta adalah terhad. Objektif kajian ini adalah untuk mengenal pasti bebanan pekerja, fasilitasi pemimpin, sokongan kumpulan pekerja, dan pengiktirafan pekerja yang memberi kesan kepada kadar pusing ganti pekerja di kalangan pesyarah Institusi Pengajian Tinggi Swasta (IPTS) di Negeri Sembilan. Kajian ini telah memperolehi data daripada dua (IPTS) di Negeri Sembilan ; Inti International University Nilai dan KTG Education Group in Mantin. Jumlah lima hipotesis telah digunakan dalam kajian ini. Kajian ini menggunakan cara kuantitatif untuk mengumpul data. Maklumat dikumpul melalui soal selidik dan dianalisis dengan menggunakan SPSS versi 16.0. Jumlah 152 responden terlibat dalam kajian ini. Kaedah penyelidikan keratan rentas telah digunakan untuk sintesis maklumat yang sah dan tepat. Kajian ini telah menggunakan statistic deskriptif, analisis kebolehpercayaan, analisis inferensi untuk menentukan hubungan antara pembolehubah. Berdasarkan analisis korelasi, bebanan pekerja ( $r = .725^{**}, p \leq 0.01$ ) dan kadar pusing ganti pekerja menunjukkan hubungan positif. Manakala, fasilitasi pemimpin ( $r = -.669^{**}, p \leq 0.01$ ), sokongan kumpulan pekerja ( $r = -.750^{**}, p \leq 0.01$ ) dan pengiktirafan pekerja ( $r = -.801^{**}, p \leq 0.01$ ) menunjukkan hubungan negative dengan kadar pusing ganti pekerja. Nilai ( $R^2 = 0.709$ ) menunjukkan bebanan pekerja, fasilitasi pemimpin, sokongan kumpulan pekerja dan pengiktirafan pekerja telah menyumbang 70% kepada pusingan ganti pekerja di kalangan pesyarah IPTS di Negeri Sembilan. Hasil daripada analisis berganda yang digunakan mendapati faktor pengiktirafan pekerja ( $\beta = -.420, p \leq 0.00$ ) menunjukkan hubungan tertinggi daripada factor-factor lain. Manakala, yang kedua tertinggi adalah bebana kerja ( $\beta = .232, p \leq 0.04$ ) dan seterusnya adalah sokongan kumpulan kerja ( $\beta = -.195, p \leq 0.17$ ). Factor yang kurang menyumbang kepada kadar pusingan ganti pekerja di kalangan pesyarah (IPTS) di Negeri Sembilan adalah fasilitasi pemimpin iaitu ( $\beta = -.086, p \leq 0.246$ ). Kajian ini turut dimuatkan juga dengan cadangan-cadangan yang bersesuaian dengan pihak pengurusan (IPTS) dan juga pengkaji yang akan datang supaya hasil kajian yang diperolehi lebih baik. Kajian ini telah menepati objective yang ditetapkan iaitu mengenal pasti faktor-faktor psikologi yang mempengaruhi kadar pusingan ganti kerja di kalangan pesyarah (IPTS) di Negeri Sembilan.

*Kata kunci: Kadar pusingan ganti kerja, bebanan peranan, bantuan pemimpin, sokongan kumpulan kerja, pengiktirafan pekerja, pesyarah dan Institut Pengajian Tinggi Swasta (IPTS).*

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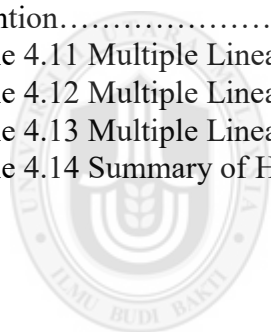
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## LIST OF ABBREVIATIONS

<b>Description of Abbreviation</b>	<b>Abbreviation</b>
Public Institution of Higher Education	PIHE
Private Higher Education institution	PHEI
Higher Institution Centre of Excellence	HICoE
Higher Education Institution	HEI
United Nations Educational, Scientific and Cultural Organization	UNESCO
University Council for Educational Administration	UCEA
Key Performance Indicator	KPI
Malaysian Qualification Registry Agency	MQA
Human Resource	HR
Leader Member Exchange	LMX
Standard Deviation	SD
Kaiser Meyer Olkin	KMO



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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Research

Employee turnover rate keeps increasing rapidly and grow into, full of forces in this highly globalize and the internationalized market environment. Most of the organizations are strengthening their human capital management in order to face massive talent war. Retaining talented professionals become the biggest challenge in a competitive job market. Many scholars has discussed about employee turnover intention. According to Calisir (2011), an organization that encounters high employee turnover may impact the excellence and capacity of the production outcome. In spite of that, each organization is competing to provide better offers and working environment to keep their talented professionals. Advance job market offering keep influencing professionals to obtain a better platform to invest their endowments.

Based on Wright and Bonett (2007) workers intention to quit can be segregated into voluntary and involuntary turnover. Generally, voluntary or intentional turnover happen because employee want to leave the organization due to several factors. While, involuntary turnover occurs because of the situations and it is beyond the employee's control. Employees were requested to leave the organization for several reasons such as; retrenchment, layoff, termination and dismissal. Employee voluntary turnover considered as a key problem of many organization either profit or non- profit (Chan, 2010). Recently Fortune magazine had released an article linked to employee turnover intention and stated that, hiring a rainbow of employees is an important goal, but attaining it doesn't actually matter if most of those end up leaving because of their new

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## APPENDIX A – Survey Questionnaire



### RESEARCH TITLE:

### **PSYCHOLOGICAL FACTORS ARE PREDICTOR OF TURNOVER INTENTION AMONG LECTURERS IN PRIVATE UNIVERSITY COLLEGES IN NEGERI SEMBILAN.**

#### **Dear Respondent**

My name is Darishinee Balasingam. I'm a Master's Degree student of Human Resource Management (HRM) from Graduate School of Othman Yeop Abdullah, Universiti Utara Malaysia (OYAGSB UUM). I'm currently conducting a research in the area of turnover intention among the lecturers in private University Colleges in Negeri Sembilan. Therefore, I would appreciate if you could answer all of the questions in the survey as the information you provide will influence success of this research. It will take less than 15 minutes to complete the questionnaire. Please note that responses collected will be treated with the strictest confidentiality and will be used for academic purposes only. Your honest completion of this questionnaire will assist in generating information that will help private university colleges to improve on their turnover management, enhance quality of service and improved productivity.

Thank you very much for your time and cooperation in answering this questionnaire.

**Prepared By:  
Darishinee Balasingam  
Master of Human Resource Management,  
Othman Yeop Abdullah Graduate School of Business (OYAGSB),  
Universiti Utara Malaysia**

If you have any queries about this survey, please contact me, Darishinee Balasingam or my Supervisor, Dr Jasmin at Othman Yeop Abdullah Graduate School of Business, University Utara Malaysia(UUMKL).

**HP Phone: 014-9046591**

**Email – darishinee\_88@yahoo.com**

This section contains questions that will ask your personal information. For each question, please tick (/) in the most appropriate box or write your response in the space provided.

### SECTION A: DEMOGRAPHIC INFORMATION

Gender:

1.  Male      2.  Female

Age group:

1.  24-34      2.  35-45      3.  46-56      4.  > 56

Highest education qualification:

1.  PHD  
2.  DBA  
3.  Master Degree  
4.  Bachelor Degree  
5.  Others, please specify: .....

Current position:

1.  Dean  
2.  Professor  
3.  Associate Professor  
4.  Senior Lecturer  
5.  Lecturer

Length of employment in this company (years):

1.  Below than 2 years      2.  2 years to 5 years  
3.  5 years to 10 years      4.  More than 10 years

Type of employment:

1.  Permanent  
2.  Contract  
3.  Outsource (Agency)  
4.  Expatriate

Monthly income (RM):

1.  < 3000      2.  < 3001 - 4000  
3.  < 4001 - 5000      4.  < 5001 - 6000  
5.  > 6001

Faculty:

1.  Faculty of Business Management  
2.  Faculty of Information Technology  
3.  Faculty of Engineering

- 4.  Faculty of Hospitality
- 5.  Faculty of Tourism
- 6.  Faculty of Medical
- 7.  Faculty of Arts
- 8.  Others, please specify: .....



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## SECTION B: ROLE OVERLOAD

*(Role overload: having too much to do in a given amount of time)*

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree) and the lowest, 1 (Strongly Disagree).

No	Elements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1.	I often have too much to do in my job.	1	2	3	4	5
2.	My work contains elements that are too demanding.	1	2	3	4	5
3.	I never seem to have enough time to get everything done.	1	2	3	4	5
4.	The amount of work I am asked to do is fair.	1	2	3	4	5
5.	I have too much work to do everything well.	1	2	3	4	5
6.	I have too little time to perform my daily tasks.	1	2	3	4	5
7.	Times that I must work under time pressure.	1	2	3	4	5
8.	Worry that I will not be able to fulfill my tasks.	1	2	3	4	5
9.	It seems to me that I have more work at my job than I can handle.	1	2	3	4	5
10.	It often seems like I have too much work for one person to do.	1	2	3	4	5

### SECTION C: LEADER FACILITATION AND SUPPORT

*(Leader facilitations and support: reflects the perception of leaders' behaviors the extent to which leaders helping to accomplish work goals)*

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree) and the lowest, 1 (Strongly Disagree).

No	Elements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1.	My boss is flexible about how I accomplish my job objectives.	1	2	3	4	5
2.	My manager is supportive of my ideas and ways of getting things done.	1	2	3	4	5
3.	My boss gives me the authority to do my job as I see fit.	1	2	3	4	5
4.	I can trust my boss to back me up on decisions I make in the field.	1	2	3	4	5
5.	My supervisor understands my job problems and needs very well.	1	2	3	4	5
6.	My supervisor is willing to listen to my problems.	1	2	3	4	5
7.	My supervisor asks employees for their suggestions on what assignments should be made.	1	2	3	4	5
8.	My supervisor treats all the employees she/he supervises as his/her equal.	1	2	3	4	5
9.	My supervisor is friendly and approachable.	1	2	3	4	5
10.	My supervisor asks employees for their suggestions concerning how to carry out assignments.	1	2	3	4	5



### SECTION D: WORKGROUP SUPPORT

*(Workgroup support: cognitively closer entity, tend to attribute a perceived sense of control and the resulting positive emotions to their workgroup)*

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree) and the lowest, 1 (Strongly Disagree).

No	Elements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1.	When I encounter problems at work, there is always a co-worker to turn to.	1	2	3	4	5
2.	My co-worker supports me.	1	2	3	4	5
3.	If problems exist at my work, I can discuss them with my colleagues.	1	2	3	4	5
4.	There is someone at work who encourages my development.	1	2	3	4	5
5.	I have a best friend at work.	1	2	3	4	5
6.	Our department's committees, councils, and teams are robust and active.	1	2	3	4	5
7.	Employees in my department regularly recognize each other and participate enthusiastically in any department recognition events.	1	2	3	4	5
8.	There is a strong sense of connection, of community, among People in the department.	1	2	3	4	5
9.	When an employee is having problems, other people in the department rally around and helps in constructive ways.	1	2	3	4	5
10.	A strong, consistent network of coaching is available to employees in this department.	1	2	3	4	5

## SECTION E: EMPLOYEE RECOGNITION

*(Employee recognition: structure of “values and organizing principles centered on fulfilling employees’ needs, promoting employees’ best interests, and valuing employees’ contributions”)*

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Very Satisfied), 4 (Satisfied), 3 (Somewhat satisfied), 2 (Somewhat dissatisfied) and the lowest, 1 (Not at all satisfied).

No	Elements	1 Not at all satisfied	2 Somewhat Dissatisfied	3 Somewhat satisfied	4 Satisfied	5 Very Satisfied
1.	How satisfied are you with the amount of communication regarding employee recognition?	1	2	3	4	5
2.	How satisfied are you with the number of times you have been recognized in the past year?	1	2	3	4	5
3.	How satisfied are you that the achievements are worthy of recognition?	1	2	3	4	5
4.	How satisfied are you with the type and value of the rewards presented?	1	2	3	4	5
5.	How satisfied are you that receiving recognition motivates you to improve your performance?	1	2	3	4	5
6.	How satisfied are you that the employee recognition process is a valuable tool for showing gratitude and recognizing performance?	1	2	3	4	5
7.	How satisfied are you with the type of audience present at your recognition (e.g., peers, management)?	1	2	3	4	5

8.	How satisfied are you with management's participation and role in your recognition?	1	2	3	4	5
9.	How satisfied are you that the employee recognition process be continued?	1	2	3	4	5
10.	Overall, how satisfied are you with employee recognition?	1	2	3	4	5



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**SECTION F: TURNOVER INTENTION**

*(Turnover intention is a wish to acquire higher task demands in the sense that employees have thought about change but have not yet acted to seek change)*

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree) and the lowest, 1 (Strongly Disagree).

No	Elements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1.	It is very possible that I will look for new job next year.	1	2	3	4	5
2.	I often think about quitting my job at this organization.	1	2	3	4	5
3.	I intend to remain with this organization indefinitely.	1	2	3	4	5
4.	I feel that I could leave this job	1	2	3	4	5
5.	I intend to look for a job outside of this organization within next year.	1	2	3	4	5
6.	I am actively searching for an alternative to the organization.	1	2	3	4	5
7.	I think a lot about leaving this organization.	1	2	3	4	5
8.	I intend to leave this organization this year	1	2	3	4	5
9.	As soon as possible, I will leave the organization	1	2	3	4	5
10.	If I may choose again, I will choose to work for the current organization.	1	2	3	4	5

\*\*\*\*\* THANK YOU \*\*\*\*\*

## APPENDIX B - SPSS Outputs

### 1. Reliability Analysis for Turnover Intention.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.955	6

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
T11	19.4342	25.890	.836	.733	.949
T12	19.2895	24.154	.878	.795	.945
T15	19.4539	25.216	.860	.779	.947
T16	19.3421	24.637	.874	.794	.945
T18	19.3816	24.754	.866	.761	.946
T19	19.3487	24.705	.848	.728	.948

### 2. Reliability Analysis for Role Overload.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.952	.953	6

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
RO1	19.5592	23.533	.835	.738	.945
RO2	19.4013	23.129	.856	.769	.943
RO3	19.5855	22.363	.867	.783	.941
RO7	19.5987	22.599	.842	.737	.944
RO9	19.4803	22.503	.854	.761	.943
R10	19.5789	23.530	.862	.748	.942

3. Reliability Analysis for Leader Facilitation.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.933	.933	10

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LF1	20.0000	48.728	.734	.565	.926
LF2	19.8158	48.469	.679	.544	.929
LF3	20.0592	46.718	.803	.684	.922
LF4	20.0592	48.639	.721	.553	.926
LF5	20.0526	47.812	.756	.649	.925
LF6	20.0132	48.172	.752	.590	.925
LF7	20.0724	48.558	.732	.617	.926
LF8	20.0000	49.179	.703	.558	.927
LF9	20.0395	47.945	.753	.628	.925
LF10	19.9013	49.599	.704	.544	.927

4. Reliability Analysis for Workgroup Support.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.956	9

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
WS1	18.7303	60.556	.758	.687	.952
WS2	18.5724	56.617	.835	.765	.949
WS3	18.7763	58.334	.829	.784	.949
WS4	18.8289	57.666	.842	.752	.948
WS5	18.7763	59.592	.818	.739	.950
WS7	18.6382	56.272	.846	.763	.948
WS8	18.6250	56.713	.831	.750	.949
WS9	18.6776	57.094	.825	.773	.949
WS10	18.6908	60.268	.785	.677	.951

5. Reliability Analysis for Employee Recognition.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.952	.952	9



## Descriptive Analysis

### 1. Descriptive Statistic.

#### Descriptive Statistics

	N	Mean	Std. Deviation
TI	152	23.2500	5.96041
RO	152	23.4408	5.72057
LF	152	22.2237	7.69983
WS	152	21.0395	8.55282
ER	152	20.4803	7.83435
Valid N (listwise)	152		

### 1. Normality Test.

#### Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RO	.230	30	.000	.852	30	.001
LF	.147	30	.097	.956	30	.244
WS	.179	30	.015	.923	30	.031
ER	.141	30	.129	.948	30	.147
TI	.115	30	.200*	.982	30	.877

a. Lilliefors Significance Correction

\*. This is a lower bound of the true significance.

### 1. Factor Analysis – Role Overload (Independent).

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.748
Bartlett's Test of Sphericity	Approx. Chi-Square	174.429
	df	45
	Sig.	.000



**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.520	55.204	55.204	5.520	55.204	55.204
2	1.138	11.384	66.589	1.138	11.384	66.589
3	.881	8.809	75.398			
4	.696	6.965	82.363			
5	.551	5.509	87.871			
6	.422	4.221	92.092			
7	.292	2.922	95.014			
8	.225	2.248	97.262			
9	.197	1.971	99.233			
10	.077	.767	100.000			

Extraction Method: Principal Component Analysis.

2. Factor Analysis – Leader Facilitation (Independent).

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Bartlett's Test of Sphericity	Approx. Chi-Square	311.953
	df	45
	Sig.	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.277	72.765	72.765	7.277	72.765	72.765
2	.853	8.535	81.300			
3	.556	5.563	86.863			
4	.487	4.871	91.734			
5	.281	2.809	94.543			
6	.198	1.981	96.523			
7	.142	1.423	97.946			
8	.093	.929	98.875			
9	.075	.745	99.620			
10	.038	.380	100.000			

Extraction Method: Principal Component Analysis.

3. Factor Analysis – Workgroup Support (Independent).

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.711
Bartlett's Test of Sphericity	Approx. Chi-Square	269.206
	df	45
	Sig.	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.157	61.569	61.569	6.157	61.569	61.569
2	1.679	16.791	78.360	1.679	16.791	78.360
3	.643	6.432	84.791			
4	.463	4.633	89.424			
5	.379	3.795	93.219			
6	.225	2.254	95.474			
7	.199	1.991	97.465			
8	.126	1.259	98.723			
9	.097	.971	99.695			
10	.031	.305	100.000			

Extraction Method: Principal Component Analysis.

4. Factor Analysis – Employee Recognition (Independent).

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.725
Bartlett's Test of Sphericity	Approx. Chi-Square	228.174
	df	45
	Sig.	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.400	54.003	54.003	5.400	54.003	54.003
2	1.387	13.868	67.871	1.387	13.868	67.871
3	.960	9.600	77.472			
4	.829	8.294	85.766			
5	.697	6.973	92.739			
6	.334	3.337	96.076			
7	.145	1.448	97.524			
8	.110	1.098	98.622			
9	.079	.795	99.417			
10	.058	.583	100.000			

Extraction Method: Principal Component Analysis.

**5. Factor Analysis – Turnover Intention (Dependent).**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.848
Bartlett's Test of Sphericity	Approx. Chi-Square	307.911
	df	45
	Sig.	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.513	65.135	65.135	6.513	65.135	65.135
2	1.258	12.579	77.713	1.258	12.579	77.713
3	.867	8.675	86.388			
4	.432	4.324	90.712			
5	.351	3.510	94.222			
6	.284	2.838	97.060			
7	.151	1.509	98.569			
8	.062	.623	99.192			
9	.055	.546	99.737			
10	.026	.263	100.000			

Extraction Method: Principal Component Analysis.

## Correlations Analysis

### 1. Correlations Analysis for Role Overload, Leader Facilitation, Workgroup Support, Employee Recognition and Turnover Intention

#### Correlations

		TI	RO	LF	WS	ER
TI	Pearson Correlation	1	.725	-.669	-.750	-.801
	Sig. (2-tailed)		.000	.000	.000	.000
	N	152	152	152	152	152
RO	Pearson Correlation	.725**	1	-.783**	-.663**	-.703**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	152	152	152	152	152
LF	Pearson Correlation	-.669**	-.783**	1	.633**	.660**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	152	152	152	152	152
WS	Pearson Correlation	-.750**	-.663**	.633**	1	.824**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	152	152	152	152	152
ER	Pearson Correlation	-.801**	-.703**	.660**	.824**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	152	152	152	152	152

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

### Multiple Regression Analysis

1. Multiple Regressions for Role Overload, Leader Facilitation, Workgroup Support, Employee Recognition and Turnover Intention.

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 <sup>a</sup>	.709	.702	3.25607

a. Predictors: (Constant), ER, LF, RO, WS

b. Dependent Variable: TI

#### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3806.008	4	951.502	89.747	.000 <sup>a</sup>
	Residual	1558.492	147	10.602		
	Total	5364.500	151			

a. Predictors: (Constant), ER, LF, RO, WS

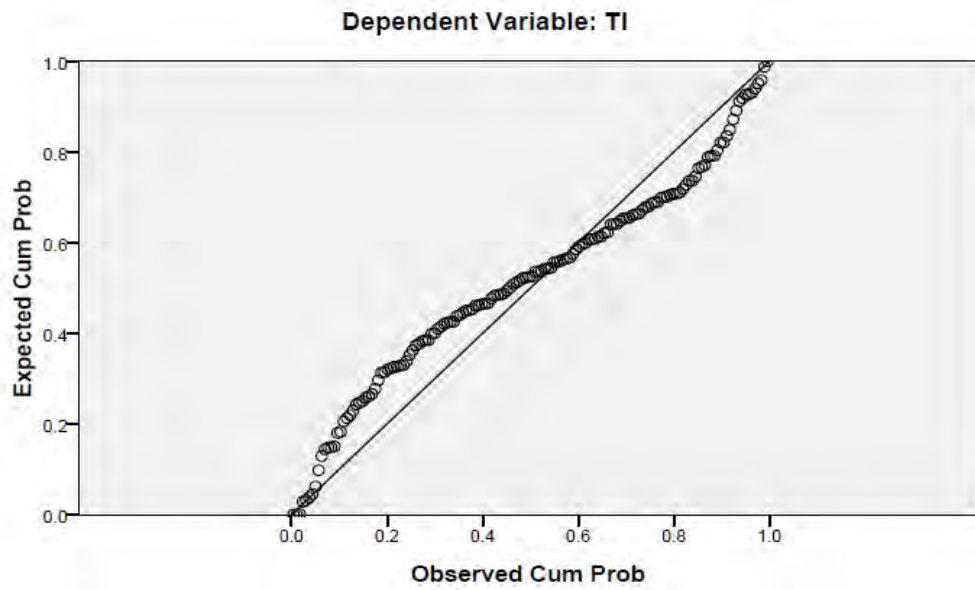
b. Dependent Variable: TI

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.479	3.203		8.893	.000
	RO	.242	.082	.232	2.960	.004
	LF	-.067	.057	-.086	-1.164	.246
	WS	-.136	.056	-.195	-2.419	.017
	ER	-.320	.065	-.420	-4.946	.000

a. Dependent Variable: TI

Normal P-P Plot of Regression Standardized Residual



Scatterplot

