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**FACTORS THAT INFLUENCE EMPLOYEE TURNOVER INTENTION
AMONG GENERATION Y IN MANUFACTURING INDUSTRY**



FATIN AYUNI BINTI MOHAMAD KHAIR

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Nama Penyelia : **PROF. DR. KHULIDA KIRANA BT. YAHYA**
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ABSTRACT

Employee turnover intention is the employee considerations of leaving or aiming to look for other employment and resigned from the current position in the organization. The organizations have spent a lot money especially on hiring cost (advertising, selection, interview, hiring firm, and candidate background check), training and development, and retaining them in the organization. This study is to examine how perceived organization support (POS), employee engagement and supervisory communication being factors that can influence turnover intention. Thus, recommended effective practises in handling the turnover intention issues particularly among Generation Y as organizations are experiencing difficulties in retaining Generation Y employees are discussed. Most of these employees perceived their job as temporary and unreliable since they had seen their parents' lose jobs because of economic conditions, business growth and reorganizations. The study was conducted on generation Y employees in one of manufacturing company, First Solar (M) Sdn. Bhd. It is one of the manufacturing company in Kulim and 250 respondents have participated and provide feedback in this survey. The result analyzed using Statistical Package for the Social Sciences (SPSS) version 22 indicated significant correlation between perceived organization support, employee engagement and supervisory communication with employee turnover intention among the Generation Y. The result showed that employee engagement had the strongest significant relationship with employee turnover intention followed by supervisory communication. Findings of this study may not represent other organization. Recommendations are listed to help organization retain the employee and lower employee intention to leave the organization.

Keywords: employee turnover intention, perceived organization support, employee engagement, supervisory communication.

ABSTRAK

Kadar lantik henti pekerja (*employee turnover intention*) ialah pertimbangan niat pekerja meninggalkan organisasi atau bertujuan untuk mencari kerja lain dan meletak jawatan dari jawatan semasa dalam organisasi. Organisasi telah menghabiskan banyak wang terutamanya untuk kos pengambilan pekerjaan (pengiklanan, pemilihan, temuduga, pembayaran pada firma perekrut dan periksa latar belakang calon), latihan dan pembangunan untuk mengekalkan pekerja dalam organisasi. Kajian ini bertujuan untuk melihat bagaimana persepsi sokongan organisasi (*perceived organization support*), penglibatan pekerja (*employee engagement*) dan komunikasi penyelia (*supervisory communication*) menjadi faktor yang boleh mempengaruhi niat untuk meninggalkan pekerjaan. Oleh itu, amalan yang berkesan dalam mengendalikan isu kadar lantik henti terutamanya di kalangan Generasi Y kerana organisasi mengalami kesukaran untuk mengekalkan pekerja dari golongan Generasi Y juga di bincangkan. Kebanyakan pekerja tersebut menganggap pekerjaan mereka sebagai sesuatu yang sementara dan tidak percayainya kerana mereka telah melihat ibu bapa mereka kehilangan pekerjaan disebabkan keadaan ekonomi, pertumbuhan perniagaan dan penyusunan semula organisasi. Kajian ini dilaksana dikalangan pekerja generasi Y di syarikat perkilangan, First Solar (M) Sdn. Bhd. Ia merupakan sebuah syarikat perkilangan di Kulim dan sebanyak 250 responden telah mengambil bahagian dan memberi maklum balas dalam kajian ini. Keputusan dianalisis menggunakan Pakej Statistik untuk Sains Sosial (SPSS) versi 22 menunjukkan hubungan yang signifikan di antara persepsi sokongan organisasi, penglibatan pekerja dan komunikasi penyelia dengan kadar lantik henti pekerja di kalangan Generasi Y. Keputusan kajian juga menunjukkan bahawa penglibatan pekerja mempunyai hubungan paling signifikan dengan kadar lantik henti pekerja di ikuti dengan komunikasi penyelia. Penemuan kajian ini tidak melambangkan organisasi lain. Cadangan disenaraikan untuk membantu organisasi mengekalkan pekerja dan mengurangkan niat pekerja untuk meninggalkan pekerjaan mereka di organisasi.

Kata Kunci: Kadar lantik henti pekerja, persepsi sokongan organisasi, penglibatan pekerja, komunikasi penyelia

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ABBREVIATION

MIDA	Malaysian Investment Development Authority
KHTP	Kulim High Tech Park
SP	Specialty Lighting
MEF	Malaysian Employers Federation
APAC	Asia Pacific
LMX	Leader Member Exchange
IV	Independent Variable
DV	Dependent Variable



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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Turnover intention is the employee considerations of leaving or aiming to look for other employment and resigned from the current position in the organization (Rehman, 2012) and Boon and Biron (2013). The organizations have spent a lot of money especially on hiring cost (advertising, selection, interview, hiring firm, candidate background check), training and development, and retaining them in the organization. Therefore, organization should focus on understanding factors that contribute to employee intention to leave because with highly competition among industries, organizations cannot afford to lose their skilled employees as they are the key persons to move towards achieving the mission, vision and objective of the organization. This chapter consists the background of study, problem statement, followed by research questions, research objective, significance of study, scope of study organization of research.

1.2 Background of study

Change has been a constant in most of the manufacturing industries as a result from unpredicted economic growth, business competitiveness, and advance technology (Senior and Swailes, 2013). This situation creates uncertain future for organization which can lead to business success or failure depends on business pace in coping changes in the environment. Based on data indicated by Statistics Department from (The Star, May 2017) has showed that manufacturing sector in Malaysia continues to develop, with sales increased to 13.6% (RM65.9bil) compared to a year ago. The economists were also surveyed the economy growth that happened globally to manufacturing industries in Malaysia ,US, China and Singapore started since last year due to investors increased the current investment in that countries. Besides, the economy estimated a 5.2% growth in the first quarter, which would support the investment bank's full-year forecast of a 4.8% growth for the economy, as forecasted by Bank Negara from 4.3% to 4.8% (The Star, May 2017).

Furthermore, according to Dato' Sri Mustapa Mohamed, Malaysia's Minister of Trade and Industry (The Star, May 2017), although there are challenging economic environment but investors who mostly are already in Malaysia would like to further invest, expand and diversify their projects in the country. According to Malaysian Investment Development Authority (MIDA), Malaysia has been chosen by investors for the investment because of highly diversified economy, strong manufacturing base, developed infrastructure and connectivity, proactive government policies and multilingual skilled workforce. These are reason why investors continue to see Malaysia as their profit center. Also, mentioned in (The Star, Oct 2017),

manufacturing sectors in Penang were among the top five recipients of approved investments because investors will spend total of RM6.72 billion [\$1.6 billion] approved budgets for 107 manufacturing projects, which this created 18,730 job opportunities. Even though, there were manufacturing companies in Penang that was closed, the states wanted to continue to attract investors to invest in various industries such as Electronics & Electrical, Medical Devices, Machinery & Equipment, Chemical & Chemical Products sectors. As a result from the approved investment, one of Japanese company in Penang known as Toray Group (Malaysia) which is one of the pioneers of Penang's industrialization programme, has expanded its business operations in Penang by setting up another company in IT segment, named Toray Malaysia Systems Solution Sdn Bhd (TMS). The company will be hiring another 50 to 100 employees with IT background in the next two to three years and they will focus on providing full suite of information technology (IT) solutions and support for all aspects of business operations, ranging from planning and development to operation of information systems (The Star, Oct 2017). Consequently, this will create more job opportunities for those employees that have IT related skills to look for other jobs.

Economic growth through external investors also helped improved the business competitiveness for Malaysia. This has been showed through 2017-2018 Global Competitiveness Report (GCR) that Malaysian ranking has improved from 25th place in 2016 to 23rd place out of 137 countries in the World Economic Forum's (WEF).

Table 1:
Top 25 performing countries

Country/Economy	GCI 2017-2018		GCI 2016-2017	
	Rank	Score	Rank	Score
Switzerland	1	5.86	1	5.81
United States	2	5.85	3	5.7
Singapore	3	5.71	2	5.72
Netherlands	4	5.66	4	5.57
Germany	5	5.65	5	5.57
Hong Kong SAR	6	5.53	9	5.48
Sweeden	7	5.52	6	5.53
United Kingdom	8	5.51	7	5.49
Japan	9	5.49	8	5.48
Finland	10	5.49	10	5.44
Norway	11	5.4	11	5.44
Denmark	12	5.39	12	5.35
New Zealand	13	5.37	13	5.31
Canada	14	5.35	15	5.27
Taiwan, China	15	5.33	14	5.28
Israel	16	5.31	24	5.18
United Arab Emirates	17	5.3	16	5.26
Austria	18	5.25	19	5.22
Luxembourg	19	5.23	20	5.2
Belgium	20	5.23	17	5.25
Australia	21	5.19	22	5.19
France	22	5.18	21	5.2
Malaysia	23	5.17	25	5.16
Ireland	24	5.16	23	5.18
Qatar	25	5.11	18	5.23

Source: Global Competitiveness Index (GCI) Report 2016-2017, 2017-2018

With reference to Global Competitiveness Index (GCI) report in Table 1, it is revealed that Malaysia has come back to the right track for microeconomic and macroeconomic competitiveness through manufacturing organizations, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market development, technological readiness, market size, business sophistication and innovation. (MIDA GCR Report, Sept 2017). Generally, this report provides positive indicator for investors especially in manufacturing sectors to know that Malaysia has more skilled workers in the market and this will help organizations to achieve maximum productivity by hiring the right people with right knowledge and skill sets. Technological readiness is also an advantage for organization like manufacturing company to find employee that has quick acceptance to embrace and use new technology that supports business operations when there is technology change in the organization.

In addition, economic growth in manufacturing industry has given opportunity for business expansion and creates more job openings in the market (Arend, 2016). For instance, Infineon Technologies has opened a second wafer fabrication facility in the Kulim High Tech Park (KHTP) Kedah that was forecasted to create 1,000 jobs. The new facility in Infineon required more competencies on energy and automotive. Hence, the company has work closely with Malaysian Investment Development Authority (MIDA) to secure incentives, R&D grants and training associated with the project to ensure they have the right skill employees to make new facility success. According to Arend (2016), Osram which is a Munich, Germany-based manufacturer of advanced lighting technology, has started construction in 2017 at KHTP on a €1

billion LED chip plant project. This additional business investment in Specialty Lighting (SP) segment has been rollout to facilitate the new technologies in the market and targeted to create over 1500 jobs here (New Straits Times, Aug 2017). Thus, this current job market in Kulim has increase the opportunity for employees to look for new jobs in these two companies and leave the current organization if they get the jobs there.

Hence, the current business direction and growth in manufacturing industry has created a lot of job openings opportunity and cause challenges to managers in organization especially in retaining Generation Y because they would leave the organization if they perceived a better opportunities in other organizations. This generation Y born in 1981 to 1999 who are more optimistic about their job and financial oriented (Castellano, 2014).

According to Goh (2012), approximate about 75% of executives switch job within a year due to the rising cost of living. In addition, Generation Y forms the largest new job applicants for workforce market which is about 34% of the current workforce in Malaysia (Statistic Department of Malaysia, 2011). Thus, employers should focus on the reason Generation Y employees' intention to leave organization because reason for leaving is not always about the pay but also come from other factors such as meaning in their job (perceived organization support), job opportunity and work life balance, employee engagement, communication and others (Choi and Perumal, 2014); (Newman, Thanacoody and Hui, 2011). Human resource department must find solution on how to keep young workers from leaving their organizations since in the Malaysian context, job-hopping has becoming a trend among the workforce.

Moreover, based on research conducted by AON Hewitt (a human capital consulting and outsourcing firm) titled “APAC Year on Year Attrition Rate (2009-2011)”, Malaysia was placed sixth in the Asia-Pacific (APAC) in 2011 for employee turnover with a 15.9% attrition rate .So, this indicated that employee turnover in Malaysia is relatively high for the country. In this respect, employee retention is becoming crucial to the HR practitioner because turnover will increase the hiring and training cost in the organization such as advertisement, selection, background check and headhunters.

Job opportunities in the market industry usually open chances for employee to job hop from one organization to another. Normally, employee moves to other job due to better salary increment, good compensation package and career advancement. In Malaysia, employees change job not only because of pay and fringe benefits, but they are also looking for work-life balance, perceived status work-values fit, and perceived availability of alternative job (Queiri, Wan Yusoff and Dwaikat ,2014). There are other reasons that influence decision to leave organization because every employee have different desire and aim in their working life. Some employee look for work life balance as a reason to leave organization if the organization cannot provide the flexibility in terms of working hours. For instance, for those working hours 8am to 5pm, if employee comes 1 hour early from the start working hours (7am), he or she can return home 1 hour early (4pm). This is important for employees especially those who need to travel as they can actually avoid traffic jam if they can go back home earlier.

Besides, employee also will leave organization if the person do not have good relationship with supervisor or peers such as always has argument and cannot communicate effectively. Actually, this impacts the employee's motivation to come to work. If they are not engage and happy, the possibility to leave organization is higher. In addition, certain employee perceives status at work such as recognition being one of the factors to influence the decision to leave organization if the organization does not value employee's contribution.

This could be seen in many situations with reference to 2015 Malaysia Employee Intentions report, Page (2015) perceived organization support (lacking of career progression), employee engagement (feel valued) and supervisory communication (good relationship with superior) were top 5 factors that influence employee intention to leave organization. Thus, these factors have been selected for this study to identify and provide recommendation for employer to reduce turnover rate especially skilled workers organization since the hiring cost is getting more expensive.

1.3 Problem Statement

As reported by Malaysian Investment Development Authority (MIDA), recruiting top performer or skilled applicants has becoming increasingly difficult because Malaysian firms encounter major shortage of skilled workers, around more than 30 per cent. It was written in (Toledo Business Journal, Dec 2014) that without skilled employees, it will impact the organization operations and unable to meet the business target because only the skilled employee knows how to transfer the knowledge and abilities effectively during delivering the task given. For instance, in production line, engineer will monitor the machine functionality and troubleshoot the machine when the issue

arise so that operations team able to meet the maximum output. This task cannot be done by operators as they do not have the skills to fix the machine. Also, in the 2016 Hays Salary Guide Report by Hays (Christine), companies complained shortage of talent, and alerted the problem could be worst because more than 40 per cent of employees said they were actively looking for new jobs, because of good compensation and benefit package. According to Page (2015) and Walter (2016), the other top reasons why Malaysians intend to leave their jobs are due to employer undervalued the job performance and cannot fit with organization due to lack of organization support. Thus, it is important for employers and HR practitioners to understand the intention of leaving the organization because it will help organization to reduce the recruiting cost of hiring new employees such as advertisement, selection, background check, job hunter and medical checkups (Suman and Vibhuti, 2010). MIDA are also having concern on the higher labor cost because if the cost keeps increasing, it will make the country less competitive in terms on hiring cost because it will incur the overall operations cost and as a result Malaysia labor cost is no longer cheaper. This will impact the investors' decision to invest in our country especially in the manufacturing sector because if the hiring cost is expensive, the investors would find other country to invest particularly that offers cheaper labor cost so that they can generate better profit.

Changing business direction usually impacted the employee feelings and motivation to stay in the organization because the person might not be able to adapt to the current changes in the organization. Other causes that make employees intend to leave the organization is because they do not receive support from organization to go through the uncertain environment (Senior and Swailes, 2013). Sometimes, when business

changed their strategies, employees also need to adjust with new environment. For instance, when reorganization occurred, employee needs to transfer to the new department and report to new managers. Workplace challenges can drain organizational relationships between employee and employer and create the intention of some individuals to look for alternative employment when there is no good support structures (Maertz and Griffeth, 2004). However, if employees perceive their organization support them by valuing their work and care about their well-being, possibility for them to leave the organization is reduced. This is because employees' motivation will increase when their good performance was valued by the superior and superior provides guidance to deliver the job (Rhoades and Wiesenberger, 2002; Edwards, 2009).

Besides, employee engagement is also other factors that influence employee intention to leave organization as indicated in the 2015 Malaysia Employee Intention report. Basically, employee engagement means a positive working state that improves organizational performance (Sonnentag, 2003; Shuck, Reio, and Rocco, (2011). It is reflected as key indicator of organizational health because it significantly effects employees' performance, job satisfaction, turnover intentions, customer satisfaction, organizational success and firm profitability (Lu et al., 2016). However, employees intend to leave organization when they are not passionate about their jobs. Reason for not being engaged can be due to employers do not encourage learning in organization, and did not shared expectation and direction clearly. As a result, they would not show their commitment and effort to perform the task given. When a person is disengaged from work roles, this is where employee pulled out and defend themselves physically, cognitively, or emotionally while performing those tasks (Rana et. al, 2015). This is

crucial to keep employee engage in organization in order to produce better productivity because when employees feel passionate about their jobs, they are committed to the organization, and put more effort into their work.

According to Abu Bakar, Mustaffa and Mohamad (2009), communication in organizations between employees and employer is important because this is where organization direction (mission, vision and objective) can be cascaded and works together with teams to achieve it. Then, issues in communication occur when employees do not receive messages in a timely manner which can cause delay in decision making and project cannot be completed as per deadlines. In another situation also, ineffective communication occurs when objectives are not clear and leaders do not discussed their objectives with middle level managers. Hence, they do not have the same objectives on how to achieve strategic goals. Due to this, employees do not have clear goals and target to monitor the evolvement. When leaders do not discuss their vision for the organization future, it will impact the sense of belonging among employees in the organization. Consequently, it would not inspire employees to do their best and triggers employee's intention to find jobs in other organizations that have good communication practices. The reason why employees search new organization with good communication practices is because it can assist employees to complete their tasks successfully, create teamwork environment, and increase job satisfaction. Usually, if organization has good communication practices, it can help decrease the turnover intention (Mohamad, 2008).

Today, organizations are experiencing difficulties in retaining Generation Y employee because most of these employees perceived their job as temporary and unreliable since they had seen their parents lose jobs because of economic conditions, business growth and reorganizations (Castellano, 2014). Due to this, they are becoming less committed, hence this group will job hop to meet their immediate wants, needs and goals (Lim and Johari, 2012). According to Islam et al, (2011), due to job hopping activities, it creates employers being frustrated in retaining and recruiting talented and high performing employees because employer had spent lots of money to hire new employees. According to Malaysian Employers Federation (MEF) Executive Director, Shamsuddin Bardan, employers had to expend an average RM25, 000 to RM30, 000 to replace each employee who is quit from the job (Goh, 2012).

Moreover, according to Adkins (2016), generation Y is also known as Millennials who born between 1980 and 1996. Basically, these generations have issue on job hopping as they do not attach to organizations and move freely from one organization to another organization. Adkins (2016) also mentioned in recent Gallup report revealed that 21% of millennials said they changed jobs within a year. They usually hunt for new positions or find any different job opportunity which make them feel valuable. It is because generation Y employee felt not engage due to employer failed to satisfy their need such as the opportunity to have empowerment, involvement in making decision and good team work in organization. Employees who do not have the empowerment and involvement in making decision will feel they do not belong to organization and perceived that their ideas are not valuable by their employers. This will create employee's frustration and trigger the intention to leave organization because when they work with organization, they want to be part of the organization too. Relationship between team also influenced turnover intention because if

supervisors and colleagues are cooperative, it is easy to work together and create happy working environment. When employees are happy with the working environment, it is less likely they will think about finding a new job in other organization.

In addition, Lee and Chai (2014) discovered APAC employee engagement study result from Aon Hewitt's 2014 which showed that within APAC countries, Hong Kong (54%), Malaysia (56%) and South Korea (55%) have relatively low employee engagement among Generation Y compared to Indonesia (71%), China (66%) and Taiwan (64%). The reason for this survey is due to lack of senior leader support in organization, empowerment in performing task, lack of career opportunities and job branding. Employee will not feel disconnect from organization when they do not have empowerment to share their opinions on any organization improvement projects. It is because as team of the organization, they want their ideas to be recognized too. Further, lack of career opportunity also makes employee disconnect from organization and prompt the intention to leave organization because every employee want to have better career in their working life to support their families and achieve self-actualization.

Besides, with all the mentioned issues, First Solar (M) Sdn Bhd also facing the turnover issues especially among generation Y employees where there was increasing trend of employee turnover rate from January 2017 until Sept 2017. From Table 2, it showed that the attrition percentage increase from 8.7 % to 10.10%. In May, there is relatively high turnover rate compared to other months due to headcount reduction (Voluntary Separation Scheme) as organization changing their technology to be more advance and less employees are needed to run the organization. Based on the exit

interview feedback, most of the reason employees leave the organization because they felt disengage when employer did not value their ideas, did not want to listen to their feedback and supervisors did not provide clear direction and guidance when there is a lot of changes happening in the organization. Thus, employee tends to look for new job opportunity when employer does not feel importance of their existence, and cannot fulfill their needs.

Table 1.2:

2017 Annualized Turnover rate for Generation Y for each employee categories

Month	Director	Manager	Exempt	Non Exempt	Operator	Grand Total	Annualized Turnover rate (%)
Jan		4	11	9	4	24	8.7
Feb			10	8	7	25	8.75
Mar			8	7	3	18	9.3
Apr		3	12	14	15	41	11.5
May		5	150	85	600	830	65.5
Jun			5	18	20	43	12.42
Jul			4	5	4	13	10.49
Aug			7	6	7	20	10.25
Sep			9	7	6	22	10.10

Source: First Solar (Kulim) Attrition Rate Report 2017.

Hence, this study intend to examine how perceived organization support, employee engagement and supervisory communication being factors that can influence turnover intention and to recommend effective practises in handling the turnover issues particularly among Generation Y.

1.4 Research Questions

Based on the discussion, the following research questions are developed:

- Does perceived organization support has relationship with turnover intention among Generation Y?
- Does employee engagement has relationship with turnover intention among Generation Y?
- Does supervisory communication has relationship with turnover intention among Generation Y?

1.5 Research Objectives

Consistent with the above research questions, the specific objectives of this study are:

- To examine the relationship between perceived organization support and employee turnover intention among Generation Y.
- To determine the relationship between employee engagement and employee turnover intention among Generation Y.
- To identify the relationship between supervisory communication and employee turnover intention among Generation Y

1.6 Scope of Study

This study focus on the relationship of perceived organization support (POS), employee engagement and supervisory communication at workplace with employee turnover intention among Generation Y. The study will be conducted on generation Y employee in one of manufacturing company, First Solar (M) Sdn Bhd. It is one of the manufacturing company in Kulim that produces panel solar for customers in Europe and other countries such as United States, Australia, Saudi Arabia, Korea and Japan. It is located in Kulim, Kedah since year 2007. It has about approximate 3200 employees and they are divided into 5 job levels such as operators, non-exempt, exempt employees, managers and directors. Currently, approximate around 60 percent of the workforce are Generation Y employees between the age 26 to 36 years old and born during 1981s to 1999s.

This will contribute to current studies because this generation will be the majority workforce in the next decade. Moreover, this study will help the management of First Solar to understand the relationship between perceived organization support, employee engagement and supervisory communication at the workplace with employee turnover intention among Generation Y to reduce the turnover rate in organization and retain the employees.

1.7 Significance of Study

The study intends to examine the relationship between perceived organization support, employee engagement and supervisory communication at workplace with turnover intention among generation Y in manufacturing industry.

From the findings, it helps HR practitioner and Management to identify the significance factor that influence turnover intention and provide useful recommendations for organization and other companies to reduce the intention to seek for other job opportunity and manage the turnover issue effectively to keep the skilled employees stay in organization.

Moreover, this study also contributes to the academics fields through identifying the most influence relationship between perceived organization support, employee engagement and supervisory communication at workplace among generation Y and expands their future research.

1.8 Definition of key terms

The definition of key terms for this study are as follows;

1.8.1 Employee Turnover Intention

Employee turnover intention is the thoughts of quitting, intention to search other employment and quit from the present work role (Hui, Wong, and Tjosvold, 2007).

1.8.2 Perceived Organization Support (POS)

Perceived organization support was defined as employees' impression that their superiors concern about their well-being, value their contributions, and are generally supportive (Kurtessis et al., 2015).

1.8.3 Employee Engagement

Employee engagement has been defined as the cognitive, emotional, and positive behavioral energy of employee toward organizational outcomes (Shuck and Wollard, 2010) and (Memon et al., 2014).

1.8.4 Supervisory Communication

Supervisory communication was defined as superior-subordinate relationships interaction either verbal or non-verbal or upward and downward communication that helps employees to perform their task in organization (Mohamad, 2008).

1.9 Organization of chapters

This study is organized into five chapters namely:

The first chapter provides an overview of the issues and problems in the manufacturing industry that triggers the employee turnover intention, followed by problem statement, research questions, research objectives, and finally the significance of the study. The benefits of this study may be applied to other organizations and for future research work.

Chapter 2, literature review on the dependent (employee turnover intention) and independent variables (POS, employee engagement, and supervisory communication) are presented to provide understanding the relationship between variables.

Chapter 3, discuss the research methodology which consists of the research design, population and sample size, definition operation and measurement of variables, data collection and procedure and also techniques of data analysis used by researcher in this study.

Chapter 4, disclose the results from data analysis using the Statistical Package for Social Science (SPSS).

Chapter 5, provide the discussion regarding research findings. This study will conclude with recommendations, suggestions and implication of the research for future research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter will discuss the relevant literature related to the study variables namely; perceived organization support, employee engagement and supervisory communication with employee turnover intention among Generation Y. The literature review is retrieved from various sources such as journals, newspapers, related publications as well as book which relevant to the study. This chapter also discussed the dependent variable which is employee turnover intention and the independent variables of perceive organization support, employee engagement and supervisory communication. Besides, the chapter includes variables definition, concepts, theories, past studies and theoretical framework which is used as the basis of this study.

2.2 Employee Turnover Intention

Employee turnover intention is the thoughts of quitting, intention to search other employment and quit from the present work role (Hui, Wong, and Tjosvold, 2007). Recently, most of the organizations are facing pressure in hiring cost when there is high employee turnover rates. The cost identified for hiring replacement comprised of the selection cost, recruiting, and training new employees each time an employee leaves the organization (Allen, Bryant, and Vardaman, 2010). Organization are required to spend more turnover cost for jobs that are complex and unique as those skills are limited in the market due to the skills being very specialized and highly

demand (Boushey and Glynn, 2012). Lucas (2012) also mentioned that replacement cost is extremely expensive because organization is not only losing time to find new employee to replace the current vacant but consequently it effects the productivity. It is because the new hire will take times to learn the new process, adapt with new environment and understand the organization objectives before the employee can perform the job as per expected. Therefore, managers and HR practitioner should focus and understand the factors that influence decision to leave organization as turnover cost will increase if failure to retain the skilled employees in the organization. Furthermore, focusing on turnover intention among employees rather than actual turnover will give advantage to organization because corrective action can be taken before employees really leave. As a result, voluntary turnover rates can be manage effectively (Debora et al., 2016).

Besides, according to Chui and Francesco (2003), the turnover intention is the last element in withdrawal thoughts or judgment between choice to leave and the actual turnover as per turnover process model. Moreover, turnover intention is used as a substitute of actual turnover because in general, the theory of planned behavior or behavioral intention is a good predictor of actual behavior (Makhbul, 2011). Previous studies have successfully demonstrated that behavioral intention to leave is consistently correlated with turnover (Costigan et al., 2012). In another study, intention to quit is defined as an evolutionary process that occurred over time, beginning with the active observing the job market and moving towards the individual's decision to quit or stay in the company (Frimousse, Swalhi and Wahidi, 2012).

Besides, turnover intention is explained as an employee's voluntary decision to leave an organization and it is observed as the best predictor of actual employee turnover (Nair and Salleh, 2017). Turnover intention is classified as voluntary decision because the intention is coming from individual desire and no one can force to make such judgement. As stated by Mai et al., (2016), turnover intention represents an important cognitive change for employees as they started to disengage from the organization and this has changed their relationship with the organization since the motivation to stay is getting weaker. In addition, Kim et al., (2017) also mentioned that turnover intention also depends on how organizational and individual factors effect employees' physical and psychological status.

In summary, employee turnover intention is the voluntary decision or judgement to leave organization when employee is detached with organization. Organization would be able to manage the turnover rate efficiently if the managers or HR practitioner could identify the issues that trigger the employee decision to leave the organization.

2.3 Perceived Organization Support

Perceived organization support was defined as employees' impression that their superiors concern about their well-being, value their contributions, and are generally supportive (Kurtessis et al., 2015). Based on the study by Rani and Samuel (2016), described perceived organization support as employer and employees who can work closely to support each other's and it is happened when they shared similar needs. In another study, perceived organization support effected the relationship between a person and working environment that influenced their attitudes, behavior and other psychological or emotional outcomes (Westerman and Vanka, 2005). From this

literature, perceived organization can influence decision to leave organization if employees feel that the organization or superior does not recognize them for worked done, does not take care of well-being such as safety, health, opportunity to growth and others, Failure to fulfil this needs will create employees dissatisfaction and impact motivation to work and commitment towards organization. Thus, this will trigger employee's decision to look for new jobs.

Besides, organizational support is essential for employees because teamwork within organization (supervisor, colleagues and stakeholders) assists in handling work pressure and job can be delivered effectively (Abid, Zahra, and Ahmed , 2015). They also see the employee's commitment level has increased when employee received positive support from organization and supervisor which cause employee to remain longer in the organization (Perryer et al., 2010). In other study, Venkataramani, Stephen, and Deidra (2010), mentioned that lacking of organization support and work overload from supervisor usually triggered the turnover intention and as a result, the organization is losing the human capital.

Based on Riggle et al., (2009), perceived organization support is a driven factor to engage and retain employee .This due to reduction employee turnover happen when employee is engaged and committed. Additionally, perceived organizational support was observed to be significant factor that can reduce employees' turnover intentions (Hui, Wong and Tjosvold, 2007; Ahmed et al., 2013). The employee's willingness to work and stay in organization occurs when employees perceived organization supported from organization or supervisor for instance employer shown concern on health , safety and etc. The reason they wanted to stay is because they feel obligated and want to reciprocate it.

In contrast, according to Wasti (2003); Tuzun and Kalemci (2012), employees who are independent in organization are less interactions with people in organization such as their managers. Therefore, it showed that perceived organization support has negative effect on employee turnover intention. It is because employees with individualistic principles will mainly focus on their job or compensation factor rather than depending on managers or organization support to assist them in performing the job given. They also believed that they can make their own decision and less guidance needed. Therefore, their turnover intention is not related to organization support.

Besides that, Ye, Li and Tan (2017), mentioned that perceived organization support of repatriates is negatively correlated to turnover intention and turnover intention is actually mediated by continuance commitment. It is because repatriates usually perceived economic costs (such as pension accruals) and social relationship with colleagues are important factor that influence their decision to stay or leave the organization.

Furthermore, according to Han and Liu (2009), perceived organization support has negative effect on turnover intention because knowledge transfer became mediator in the relationship for repatriation support. It showed that knowledge transferred has play important role in making sure employees have the right skill sets transferred to them in order to deliver the job. Employees will remain in the organization if they have the opportunity to learn new things (knowledge transfer) from other country not because of lack organization support for his or her well-being.

There are many factors that influence employee turnover intention in organization in past research. Based on study by Sajjad, Ghazanfar and Ramzan (2013), they have used correlation and regression techniques to find out the influence of variables which are supervisory support and employee development towards employee turnover intention. In the study, they found that supervisory support is the most significant factor which influence the turnover intentions depends on the nature of organization practices. It is because if employee receives the right guidance in doing his or her job. For instance, organization provides job expectation clearly and assist the employee as and when needed. Consequently, the employee will be able to meet the expectation given and helps organization to meet the objectives. Besides, Irfan (2008) stated that through supervisory support it helps to enhance the personal goals and motivate the employee. It is because employees will feel motivated when the organization appreciated the good job by giving recognition such as shopping voucher. This will make the employee happy and turnover issue will reduced since employee with high motivation would not leave the organization.

Furthermore, Abeysekera (2007) has investigated and empirically evaluated the element of human resource practices such as (realistic job information, job analysis, work family balance, career development, compensation and organization support) have impact on marketing executive intention to leave or turnover in Sri Lankan leasing companies. This shows that different employee has different motivation factor to stay in organization. For instance, marketing executive usually has different working hours compared to normal office staff (like Human Resource), where they sometimes work odd hours during dealing with customers. Therefore, by providing them work family balance, it will allow them to have flexible time to spend time with

their family. If these needs have been fulfilled, organization can reduce the turnover intention among the employees.

Other study also mentioned that perceived organizational support often influence the turnover intention (Shuck et al., 2014). Employees who are lacking of organization support such as organization do not take care of their well-being, no appreciation and no guidance given will encourage the employee to voluntary leave the organization because they are not motivated and happy to work in that particular organization.

As a summary, the past empirical studies have shown there are significant relationship between perceived organization support (Sajjad, Ghazanfar and Ramzan, 2013; Irfan, 2008; Abeysekera, 2007); Shuck et al., 2014) because employees will stay longer in the organization and less likely to leave when employer able to appreciate, give proper guidance and provide opportunity to learn in organization.

2.4 Employee Engagement

Employee engagement was defined as a positive, fulfilling, work-related state of mind that is characterized by passion, dedication, and concentration (Schaufeli et al., 2002). According to Anitha (2014), employee engagement is also defined as the level of employee's commitment and involvement towards their organization and its values. The success of organization depends on employee engagement because when employee is engaged, he or she will be aware on his responsibility to achieve the business goals and motivates his co-workers towards striving the organizational goals. In the HRD field, employee engagement has been defined as the cognitive, emotional,

and positive behavioral energy of employee toward organizational outcomes (Shuck and Wollard, 2010) and (Memon et al, 2014).

There is another definition of employee engagement from Van Schalkwyk et al. (2010), where employee engagement is a positive, satisfaction, work-related state of mind that is described by energy, dedication, and concentration. Employee with high engagement will put their effort and continue their work even when challenges arise. According to Kim (2015), employees who are received more support and having positive interaction with supervisors and co-workers, they are less likely to leave their jobs. It is because employee felt sense of belonging if he or she has the ownership and empowerment to make any decision in any meeting or project.

In addition to that, Shuck et al., (2014), found employee engagement as an important concept for organization, because it forecasts low turnover intention through cognitive engagement (physically, emotionally, and psychologically), emotional engagement (pride, belief, and well-being) and behavioral engagement (job involvement and commitment). On top of that, Saks (2006) also discovered that work engagement can be conceptualized as one of the intention to turnover factor. It is due to employees with positive energy are active and persistent in performing their jobs. So, they do not have time to think about leaving the organization as they are happy with their work.

Besides that, employee engagement was referred as employee's well-being feelings about positive or negative impact to job tasks in working environment (Zheng et al., 2016). This showed that employees' happiness at workplace depends on how they have been treated by employer. Employee would feel satisfy when employer provides

empowerment opportunity through making own decision, good relationship with colleagues and supervisors that creates teamwork in organization also have work life balance activities that promotes health awareness among the employees.

Moreover, employee engagement concept also was defined by Khan et al., (2015) as employee positive and fulfilling feeling about their job. Usually, engaged employees display more productive working behavior because of the positive emotions they perceive at work through investing their time and effort to deliver the job effectively. Employee who is engaged with organization will feel committed doing the task given as they feel obligated to complete the job that has been assigned.

Also, Erdogan et al., (2012) mentioned that employees that feel engaged will have more job life satisfaction showed positive behavior such as being more creative, willing to take risk and more open minded in the workplace. This statement showing that employees who are working happily in organization will not have intention to leave the organization because they are willing to work hard to ensure the organization archives the objectives.

Like industry, the military also needs to retain high-quality and engaged employees in the organization (Alarcon, Lyons, and Tartaglia, 2010). The increase of younger generation workers added complexity in retaining them in organization as younger generations have different needs and view towards the job. It is because if they are not happy or engage in organization, they might leave the job even though working with Military has job security and good benefits (pension). Therefore, to ensure employee stays longer in organization, employer needs to focus on promoting positive work experiences such as provide clear directions, good working environment through

having good teamwork among the employees and also provides opportunity for career advancement. As a result, engaged employee will have high motivation and ability to contribute to an organization success through putting their effort and provides new ideas for improvement.

Besides, chemical industry in China has identified factors that influence employees' intention to leave. The turnover behaviors should be anticipated more specifically and actions to prevent turnover could be taken in advance because low employee engagement results in intention to leave (Hwang and Kuo, 2006; Van Schalkwyk et al., 2010). It is true that when employees are not engaging with organization, employees do not have a sense of belonging toward the organization. As a result, employees can anytime leave the organization if they received better working environment.

Furthermore, Saks (2006) talked about the concept of employee well-being and work behaviour is valuable to the organization as it is a significant predictor for employees' intention to leave their organization. This shows that if employer really cared about the employee's health for example provides medical insurance coverage for employees, this will make them happy and do not have intention to leave because employer is concern about them. Saks (2006) also mentioned that engagement is included both outcomes, individual outcomes (quality of people's work and their own experiences of doing that work), as well as organizational-level outcomes (the growth and productivity of organizations, supportive community, fairness and justice). For instance, when employees received good support system from their supervisors and colleagues during project assignment, they will feel happy to perform the task given and able to produce good performance.

Additionally, (Juhdi, Pa'wan, and Hansaram, 2013) also found that individuals who are more engaged have tendency to stay longer. This is happened when employer sets short and long term expectation clearly for them to achieve. Once they understand what to focus on, they put their commitment to complete the task within the timeline given and this will make them engaged and remain in organization as they have clear goals to achieve.

In past study, Schaufeli and Bakker (2004) found that engagement was negatively related to turnover intention and mediated the relationship between job resources and turnover intention. It is because when employees engaged to job and organization, they actually have high level of job satisfaction, organizational commitment, and organizational citizenship behaviour. This is shown that employees who are connected to job and organization, they less likely leave the organization because they feel belong to organization and have responsibility to their job once they received balance workload, good team work and treated fairly by employer.

As a summary, the past empirical studies have shown there are significant relationship between employee engagement (Hwang and Kuo, 2006; Van Schalkwyk et al., 2010; Saks, 2006 ; Juhdi, Pa'wan, and Hansaram, 2013; Schaufeli and Bakker 2004) because employees will stay longer in the organization and less likely to leave when they have been treated fairly, clear direction and good team work.

2.5 Supervisory Communication

Supervisory communication was defined as superior-subordinate relationships interaction either verbal or non-verbal or upward (bottom level to top levels) and downward communication (direct supervisor to employee) that helps employees to perform their task in organization (Mohamad, 2008). It is important for both supervisor and employee to have effective interaction so that it creates two ways communications which help to close the communication issues between supervisor and employees as well as increasing the levels of trust when supervisor is open for feedback and opinion. Thus, effective communication will make the employee happy to work in organization because they can meet personal and organizational goals concurrently. As a result, employee would not think to find other jobs when they are satisfied with communication practise in organization.

Besides, communication is an important component in an organization that requires serious attention especially in managing human resources because inconsistent communication between management and employees will expose to communication problems such as employee might not see clear direction and guidance toward achieving the organization goals (Dasgupta, Suar, Singh, 2012). As the consequences, it distracted employees focus and they could leave the organization if they are lack of guidance and feel disconnected with the organization. This statement is supported by Lloyd et al., (2015), who believed the supervisor's effective listening has the impact to employee's reaction which could affect job outcomes and prompt the intention to find a better employer.

Furthermore, Abu Bakar, Mustaffa and Mohamad (2009) in their research stated that employees who have good interaction with their supervisor shown high level of job satisfaction and performance, hence it reduces turnover intention. Normally, good interaction involves quality of supervisor support and clear direction helps both employee and supervisor to work together effectively by understanding each other's need. On top of that, positive organization communication is encouraging supervisors to do and say the right thing as this will motivate employees to follow their behaviors such as sharing their opinion and ideas to make better decisions in organization (Lam et al., 2016). When supervisors willing to listen on employees' opinions, it increased the job engagement and satisfaction because they feel part of the organization. Thus, employee would not think to find new job in other company.

Additionally, Van Vuuren et al., (2007) also found the effective supervisor communication helped improved the subordinate's team-oriented commitment. It is because supervisor is accountable to provide clear instructions for employees to do work, making wise decision making for employee's benefit and support them when they need help or guidance (Kim et al., 2017). In another study, Greenberg and Edwards (2009), observed that effective listeners experienced by employees derived a positive effect to organization. For instance, employee may observe supervisors that willing to listen to their feedback as more open person, and supportive. Based on these statements, when employees see clear directions and have authority to make decision, it influenced their commitment to deliver the job assigned because they feel responsible to complete the job. Normally, employee who is affectively committed has desires to remain part of the organization as they are motivated through goals of the organization that has been communicated clearly (Lam and Liu, 2014).

Other than that, previous literature has suggested supervisor listening as an important behavior which portrayed managerial openness to motivate employees to speak up, encourage two-ways communication as this will likely influence turnover intentions (Lloyd, 2015). He also mentioned that supervisor listening ability plays an important role because strong relationships between supervisors and employees is the key factor of voluntary turnover decision. It is true that when manager is willing to listen effectively during feedback given, employee will feel appreciated as their inputs have been heard and this encourage them to stay longer in organization and shared their opinions for organization's benefits.

In his study, Allen et al., (2010) discovered that happy employees are more committed with their job regardless of other opportunities, however unhappy employees may tend to quit their job and leave the company. It is because employees perceived that effective listeners (supervisors) as more caring and supportive and may establish good relationships with employees. In contrast, employees who always deal with bad listeners may develop bad perception and this motivate employees to search for different organization which is more enjoyable (Kluger and Zaidel, 2013).

It is because when employees' s opinions or feedback are not listened, they will feel dissatisfied as they might have better ideas to do things or maybe they could not get help when they are in difficult situation.

As summary, the past empirical studies have shown there are significant relationship between supervisory communication (Lloyd, 2015; Allen, et al., 2010; Kluger and Zaidel, 2013) with employee turnover intention because employee will stay longer in the organization and less likely to leave when supervisors two ways communication such as listening to their ideas and feedback.

2.5.1 Generation Y

Millennials are known as Generation Y and was born in early 1980s to early 2000s as ending birth years (Tay, 2011). Other researchers, Tan and Wan Yusoff (2012) also defined generation Y as Millennials who are born in 1980 to 2000 and observed that generation Y employees are more cooperative and optimistic than their elders as they have better education background. Besides, generation Y would choose to be casual at work and hoping their managers to care of their well-being (Gursoy, Maier, and Chi, 2008). Moreover, Generation Y is more effective in certain fields, like multitasking, responding to visual stimulation and filtering information. However, they are less experience in dealing with face-to-face interaction and translating nonverbal clues (Rani and Samuel, 2016). It is because this generation has been exposed to computers, laptops and other technological effects since at a young age. In the current organization, Gen Y is the fastest growing employees who can deliver significant contributions for organization success because they have new skills, latest technical expertise and relevant knowledge (Ramesh and Vasuki, 2013).

Basically, this generation provides fresh ideas through exploring information via internet compared to seniors' generation since they are known as IT savvy generation.

2.6 Development of Hypotheses

The aims of the hypothesis development is to identify and synthesize scientific evidence pertaining to the study to generate new research questions and hypotheses.

2.6.1 Relationship between perceive organization support and employee turnover intention

Based on Sajjad, Ghazanfar and Ramzan (2013), work life benefits, direct supervisor support and top management support are the most significant factors that influence employee turnover decision. They also suggested that employees that find work life benefits and received assistance from their direct supervisor and top management are more committed with their work are less thinking of leaving the current organization.

Besides, Abid, Zahra and Ahmed (2015) observed the perceived organization support as employee is concern about organization valuing their contribution and cares about their well-being. It is because they feel motivate and willing to learn new things if the individual feels that organizations care about them, thus they would not think about leaving the organization as they will strive for organizations' success.

In other research, perceived organization support is the key important factor in helping organization increase employees' feelings of being appreciated and respected through way their organization treats them (Lee et al., 2012). Thus, supportive environment will result in employee striving at work and change employee's intention to continue remain in organization.

In contrast, Eder and Eisenberger (2008) found that employees with high perceived organization support has negative relationship with employee turnover intentions. It is because organization expected to reduce turnover level if employees received good organization support. Tuzun and Kalemci (2012) also have the same findings where from the study, it discovered that perceived organization support has negative relationship with turnover intentions when employees have high level of individualism. This is due to individualistic employee perceived life belongs to him and he does not depend on others for happiness since he will make his own judgment, and pursue the values that he chose.

Additionally, it has been proven that there is significant relationships among perceived organizational support, organizational commitment, and turnover intention because employees who received better support from organizations had less intention of resigning from their job. At the same time, the intention to resign also lower due to increase commitment to organization Kim et al., (2017). Based on the above, the following hypothesis is formulated.

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

2.6.2 Relationship between employee engagement and employee turnover intention

Employee engagement is becoming very popular theory in the Human Resource Development field because organizations foresee by leveraging employee engagement in the long run could perceive significant positive impact on business results. (Macey and Schneider, 2008). It is because there are studies found that tested hypotheses have shown the relationship between work engagement and actual turnover across time. In this study, the result has shown low work engagement, low job autonomy and low departmental resources anticipated actual employee movement to another company (Bhatnagar, 2012).

Further, Shuck et al., (2014) discovered positive relationship between engagement and turnover intention among health care workers because employee engagement stimulates job satisfaction, developed job commitment and create positive energy that is correlated with good health and progressive work efforts. Van Schalkwyk et al., (2010) also found employee engagement contributed significantly to reduce turnover intention when employees are immersed feeling passionate, motivated and proud in their job.

In another studies, Saks (2006) identified employees' positive experiences and emotions affect more positive job performance outcomes if they engaged with job and organization. This is because if they are connected with job and organization for instance they are highly respect by their employer, received balance workload, and good teamwork, it reduce the intention to move out from the organization. Therefore, employee will less likely intent to move from organization when they feel connected

with organization through having job satisfaction in their work (eg: have empowerment and authority to make decision) and also when they have good relationship with employer and team.

This statement is supported by Muduli, Verma, and Datta, 2016), who reported that employee engagement produced high job performance in Indian banking sector. This group of employees stay longer in organization to strive towards meeting organization's success. Schaufeli and Bakker (2004) also found that engagement was negatively related to turnover intention and mediated the relationship between job resources and turnover intention. Based on the above, following hypothesis is formulated.

H2: There is significant relationship between employee engagement and employee turnover intention.

2.6.3 Relationship between supervisory communication and employee turnover intention

In a study of Askari bank of Pakistan, where the study used the correlation technique to determine which variables (procedural justice, organizational policies, autonomy, feedback system, clear goal, good relationship with supervisor, organizational citizenship behavior) have effect on organization commitment and reduce turnover intention (Irfan, 2008). He found that organization politics, feedback system, autonomy, clear goal and good relationship with supervisor are significant factor to reduce turnover intention and increased employee retention and developed citizenship behavior through organizational commitment.

On the other hand, Abu Bakar, Mustaffa and Mohamad (2009) found that employee and supervisor who has low quality working relationships may result to employee turnover intention. For instance, if the supervisor is micromanaging and too dictates, this will make employee feel dissatisfaction. As a result, it increased employee turnover and less commitment in doing job assignment. Mohamad (2008) in his study also stated that employee who would not communicate well and has good relationship with supervisor if the supervisor has poor listening skill. This occurred when the supervisor does not really pay attention on employee's suggestions or opinions, thus it can low the employee's motivation and lead to job dissatisfaction due to frustration in communication process. Usually, low supervisor listening quality will impact low employee's motivation and job performance. Employees will feel frustrated when they are not being listened and this creates emotional exhaustion because they are not being involved in decision making, ideas not been heard and disengaged (Lloyd et al., 2015),

In fact, Kluger and Zaidel (2013) presented a meta-analytical findings recommendation that the supervisor listening is positively related to employee satisfaction. In contrast, employees who constantly experience bad listeners may develop a negative relationship with their supervisor and the organization. This negative experience may influence employees to look for different work environment when employees have the opportunity to leave the organization with better position. Based on the above Thus, the following hypothesis is formulated.

H3: There is significant relationship between supervisory communication and employee turnover intention.

2.7 Related Theories on the Variables

According to Richard (1976), social exchange theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties. Social exchange theory suggested that human relationships are formed using cost-benefit analysis and the comparison of alternatives. The theory has roots in economics, psychology and sociology. It is also used quite frequently in the business world to imply a two-sided, mutually contingent and rewarding process involving transactions or simply exchange. Therefore, social exchange theory is related to perceived organization support and employee engagement which are independent variables in this study.

The leader-member exchange (LMX) theory (Kurtessis et. al., 2015) explained the relationship between leaders and followers. This theory is related to independent variable namely supervisory communication. It suggested that leaders develop strong relationship with employees, and this quality influences employee's responsibility, decisions, and job performance. Normally, relationships are based on trust and respect may promote positive employment experiences and increase organizational effectiveness. This theory is related to this study because relationship between supervisor and employees through good communication is important factor to turnover intention.

2.8 Research Framework

The research framework was developed based on problem statement, literature review and theoretical framework. This research framework is to examine the relationship between perceived organization support, employee engagement and supervisory communication at workplace as independent variables and the employee turnover intention among generation Y as the dependent variable. Based on past researches, it showed that perceived organization support, employee engagement and supervisory communication has a significant relationship with employee turnover intention (Hui, Wong and Tjosvold, 2007; Abu Bakar, Mustaffa and Mohamad (2009); Ahmed et al., 2013).

The research framework can be further explained by the following illustration:

INDEPENDENT VARIABLE (IV)

DEPENDENT VARIABLE (DV)

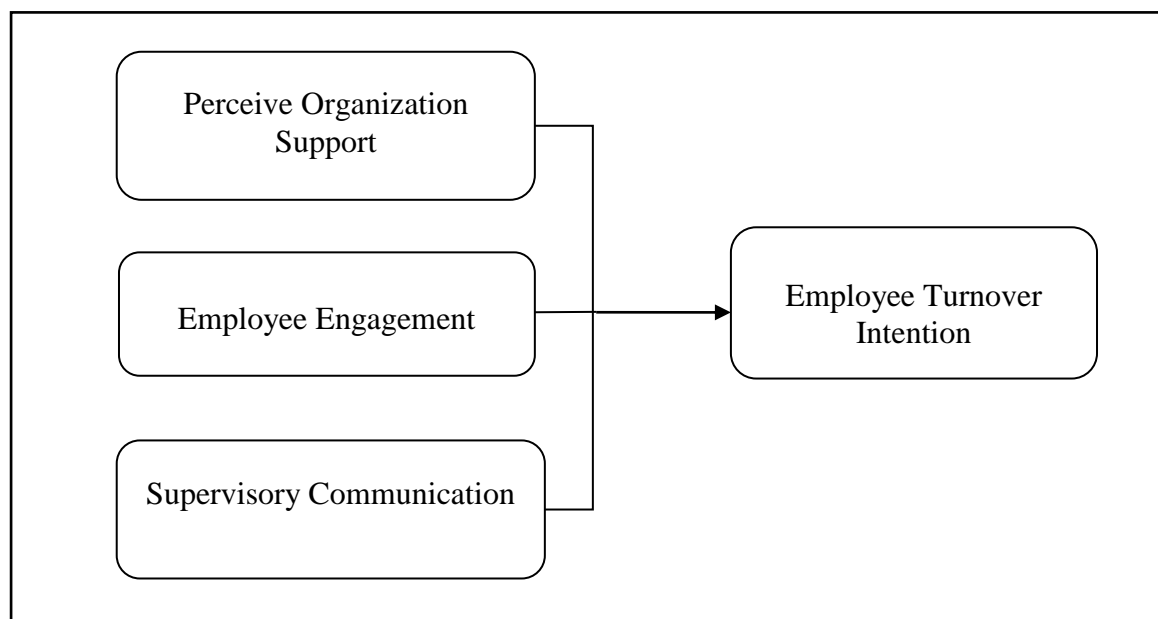


Figure 2.8 Research Framework

2.9 Conclusion

This chapter discuss the literature review, theoretical framework and hypothesis development. The discussion focus on one dependent variable and three independent variables that support this study. The procedure and research method will be discussed in the next chapter.



CHAPTER 3

METHODOLOGY

3.1 Introduction

Chapter three, discusses the research design and method used in this study. It explains the instruments chosen for data gathering, population and sample and the survey procedures being used.

3.2 Research Design

Zikmund et al., (2013) defined research design as systematic approach and procedures on how to collect and analyze the survey information from research conducted. The objective of research design is to plan research action to solve the problem by collecting appropriate information. Quantitative methodology has been chosen for this study because it used to examine the relationship between perceived organization support, employee engagement and supervisory communication and employee turnover intention among Generation Y in the manufacturing industry. Generally, quantitative using scientific methods, which can include, generation of models, theories and hypotheses, measure the instrument and collection empirical data.

This study is a cross sectional studies because data are gathered just once over certain period of days, weeks or months to answer research questions (Sekaran and Bougie, 2010). Data gathering was carried out using self-administered questionnaires where respondent personally read and answering the questions. The questionnaire was individually distributed to employees in the manufacturing industry using printed questionnaires. Printed questionnaires are distributed to employees in all departments as to avoid bias and attempt to increase the respondent involvement for this study. The sample includes Generations Y employees from various department. Operators were excluded from this study since after Voluntary separation exercise, the headcount has been reduced to 50 percent.

The responses were keyed in into the data management system (Statistical Package for Social Science - SPSS) for analysis and to test the hypotheses. The intention of this is to identify the cause and effect relationships using descriptive, correlation and regression analyses. A correlation study was used as the measurement method whereby the employee actions and feedback were examined as degrees of relationship with turnover intention in organization. Sekaran and Bougie (2010) defined correlation study as the relationship between independent variables (perceived organization support, employee engagement and supervisory communication) and the dependent variables (employee turnover intention).

3.3 Research Sampling

3.3.1 Population

This study involves employees from manufacturing industry that produces solar panel at Kulim, Kedah. The total of Generation Y employees of this organization is 1302 employees as of November 2017 which includes employees from various department such as Production, Quality and Reliability, Shipping and Logistic, Facilities, Security, Finance, Information Technology, Human Resource and Purchasing. The survey was conducted to all permanent employees only. The working hours of this company divided into normal shift at 8.00am to 5.00pm and shift hours is from 7.00 a.m. to 7.00 p.m. (morning shift) and 7.00pm to 7.00am (night shift).

3.3.2 Sampling Size

For the Generation Y population of 1302 employees, the sample size recommended by Krejcie and Morgan (1970) as cited by Sekaran (2010) is 302 employees. The selected group for sampling comprised of three job categories which are non-exempt (technicians and admins), exempt (engineers, officers, team lead, supervisors) and managers (section manager and above). In this study, operator group is not included in the study because the population represents 15 percent only of total generation Y compared to non-exempt, exempt and manager categories which represents 60 percent of generation Y in the organization. Total 302 questionnaires have been distributed among the 3 groups of generation Y employees and only 250 questionnaires have been returned.

3.3.3 Sampling Technique

In this research, probability sampling has been selected as the sampling technique. The purpose for choosing probability sampling is to avoid bias and ensure all groups of respondents are represented. Therefore, Stratified Random Sampling was chosen to highlight a specific subgroup within the Generation Y population. This technique is useful because it ensures the presence of the key subgroup within the sample. Table 3.1 explained how the total populations were divided into subgroups.

Table 3.1
Sample Size based on Stratified Random Sampling

Category	Total population	Percentage of Population	Total of Sample
Non exempt	222	17	51
Exempt	890	68	206
Manager	190	15	44
	1302	100	302

3.4 Definition and Measurements

In this study, a set of questionnaire was developed as an instrument to measure this study. This questionnaire survey comprises of two sections, Section 1 for demographic questions and Section 2 questions are on independent variables and dependent variable. The three (3) independent variables are perceived organization support, employee engagement and supervisory communication while the dependent variable is employee turnover intention.

3.4.1 Measurement for Employee Turnover Intention

Employee turnover intention is measured using seven (7) items developed by Hui et al., (2007), Boon and Biron (2013). The items were tested previously by Boon and Biron (2013) with reliability value of 0.87. Respondents were required to provide responses for these 7 questions measurements using a 7-point Likert scale from 1- indicating strongly disagree to 7 - indicating strongly agree. The details items and its operational definition are showed in Table 3.2.

Table 3.2:
Operational Definition and Items Employee Turnover Intention

Variable	Operational Definition	Items
Turnover Intention	The thoughts of quitting, intention to search other employment and quit from the present work role.	1. I frequently think of quitting my job 2. I will probably look for a new job within next 12 months 3. I plan to stay in this company to develop my career for a long time (R) 4. For me, this company is the best of all possible organisations to work for (R) 5. It is easy for me to leave my present job 6. My investment in my job is too great for me to think of quitting (R) 7. I might consider to leave if I find better organization

Source: Hui et al (2007)

® - Reverse coding

3.4.2 Measurement for Perceived Organization Support

Perceived Organization Support is measured using sixteen (16) items developed by Rhoades and Eisenberger (2002) which is a revised version of the 36-item Survey of Perceived Organizational Support developed by Eisenberger, et al., (1986). Rhoades and Eisenberger (2002) tested the items and reliability value is 0.92. Respondents were required to provide responses for these 7 questions measurements using a 7-point Likert scale from 1- indicating strongly disagree to 7 - indicating strongly agree. The details items and its operational definition are showed in Table 3.3.



Table 3.3:
Operational Definition and Items Perceived Organization Support

Variable	Operational Definition	Items
Perceived Organization Support	Employees form of impressions that their superiors care about their well-being, value their contributions, and are generally supportive.	<ol style="list-style-type: none"> 1. The organization values my contribution to its well-being. 2. If the organization could hire someone to replace me at a lower salary it would do so. (R) 3. The organization fails to appreciate any extra effort from me. (R) 4. The organization strongly considers my goals and values. 5. The organization would ignore any complaint from me. (R) 6. The organization disregards my best interests when it makes decisions that affect me. (R) 7. Help is available from the organization when I have a problem. 8. The organization really cares about my well-being. 9. Even if I did the best job possible, the organization would fail to notice. (R) 10. The organization is willing to help me when I need a special favor. 11. The organization cares about my general satisfaction at work. 12. If given the opportunity, the organization would take advantage of me (R) 13. The organization shows very little concern for me. (R) 14. The organization cares about my opinions. 15. The organization takes pride in my accomplishments at work. 16. The organization tries to make my job as interesting as possible

Source: Rhoades & Eisenberger (2002)

® - Reverse coding

3.4.3 Measurement for Employee Engagement

Employee Engagement is measured using six (8) items developed by Schaufeli et al., 1996 and adapted by Schaufeli et al., (2004). The items were tested with reliability value of 0.91. Respondents were required to provide responses for these 7 questions measurements using a 7-point Likert scale from 1- indicating strongly disagree to 7 - indicating strongly agree. The details items and its operational definition are showed in Table 3.4.

Table 3.4:
Operational Definition and Items Employee Engagement

Variable	Operational Definition	Items
Employee Engagement	A positive, fulfilling, work-related state of mind that is characterized by passion, dedication, and concentration.	1. I really <i>throw</i> myself into my job'. 2. I am really not into the <i>goings-on</i> in this organisation 3. Being a member of this organisation makes me come <i>alive</i> . 4. Being a member of this organisation is exciting for me 5. At my work, I feel full with energy 6. I am passionate about my job 7. I feel happy when I am working passionately 8. I am fascinated with my work

Source: Schaufeli et al. (2004)

3.4.4 Measurement for Supervisory Communication

Supervisory communication was measured using eight (8) items. Items developed by Miles et al., (1996) and Mohamad (2008) adapted and tested the items with reliability value 0.74. Respondents were required to provide responses for these 7 questions measurements using a 7-point Likert scale from 1- indicating strongly disagree to 7 - indicating strongly agree. The details items and its operational definition are showed in Table 3.5.

Table 3.5:
Operational Definition and Items Supervisory Communication

Variable	Operational Definition	Items
Supervisory communication	Superior-subordinate relationships interaction either verbal or non-verbal that helps employees to perform their task in organization.	1. I think my superior asks me about my interests outside of work 2. I question my superior's instructions when I do not understand them 3. I tell my superior when I think things being done are wrong 4. I question my superior's instructions when I think he/she is wrong 5. I think my superior lets me know why changes are made in work assignments 6. I think my superior keeps me informed about rules and policies 7. I think my superior gives clear instructions to me 8. I think my superior informs me about future plan for me in the group.

Source: Mohamad (2008)

3.5 Pilot Test

Pilot test was described as a preliminary study conducted in a small scale before the appropriate samples used for the actual test. Pilot test is defined as survey for a small scale research by collecting data from small group of respondents in order to measure the reliability of instruments and determine full scale of research (Zikmund et. al., 2013).

The pilot study is useful to obtain data transparency from the trial by a small group of individuals. The data transparency derives from reliability test that resulted consistency of a measure. High reliability can be obtained if the measure produces similar results under consistent conditions. Quantitative measurements methods are adopted by testing the questionnaires in determining the reliability through pilot study.

The reliability of questionnaire items is measured by using Cronbach's Coefficient Alpha (α) which commonly used by many researchers. In order to produce a quality studies, the data accuracy should be obtained with the higher reliability degree of the instrument. Therefore, Cronbach's alpha is used as a tool to examine the measurements internal consistency. The normal reliability ranges for Cronbach's alpha are between 0 and 1. The instrument with coefficients (α) closer to 1 is considered to have better reliability. The value range 0.8 is considered as good reliability while reliability are considered poor when the coefficients (α) less than 0.7. Thus, the questionnaire items identified reliable if the Cronbach's coefficients (α) more than 0.6.

The questionnaire items identified unreliability if the coefficients (α) less than 0.6 (Sekaran and Bougie, 2010). Before data being processed, data is cleared from any errors and negative items that have been recoded (recode 1 = 5, 2 = 4, 3 = 3, 4 = 2, 5 = 1).

In this study, there were three negative items in employee turnover intention have been negatively formed such as *“I plan to stay in this company to develop my career for a long time”*, *“For me, this company is the best of all possible organizations to work for”* and *“My investment in my job is too great for me to think of quitting”*. While the perceived organization support seven negative items have been negatively formed such as *“If the organization could hire someone to replace me at a lower salary it would do so”*, *“The organization fails to appreciate any extra effort from me”*, *“The organization would ignore any complaint from me”*, *“The organization disregards my best interest when it makes decisions that affect me”*, *“Even if I did the best job possible, the organization would fail to notice”*, *“If given the opportunity, the organization would take advantage of me”* and *“The organization shows very little concern for me”*. All these negatives items were later reverse coded before the data analysis.

Then, pilot study was conducted on 30 respondents from different departments such as Human Resource department, Shipping and Receiving department, Information Technology (IT) department and Quality and Reliability department. The respondents for pilot test were excluded in actual data collection to avoid data discrepancies. The consistency of Cronbach’s Alpha for each variable was measured and showed in Table 3.6.

Table 3.6:
Reliability test for Pilot Test

Variables	Cronbach's Alpha	No of Item
Employee Turnover Intention	0.82	7
Perceived Organization Support	0.76	16
Employee Engagement	0.87	8
Supervisory Communication	0.79	8

The results of coefficients (α) range from 0.79 to 0.87. Cronbach's alpha for employee turnover intention is 0.82, perceived organization support is 0.76, employee engagement is 0.87 and supervisory communication is 0.79. The questionnaires items are valid because all the Cronbach's alpha are greater than 0.6. So, the data in this study can be classified as considerable reliability and acceptable for this research.

3.6 Data Collection Procedure

Data collection is a method of finding information from primary or secondary sources (Sekaran and Bougie, 2011). Primary data was obtained through administered structured questionnaire in the hard copy form and soft copy form. A total of 202 hard copy questionnaires were distributed to non-exempts, exempts and managers level through face to face meeting or training. It was an effective approach because the researcher is able to collect the questionnaire forms immediately. Another 100 soft copy forms have been distributed via email to target respondents to expedite the data collection process as most of the employees are in the midst of utilizing their annual leave. The respondents were given one week to return the questionnaires but only 17% of questionnaire forms were not returned, so the total respondent who returned

the survey forms is about 250 respondents. The data collection process started between ends of October 2017 until mid-November 2017. It took almost 2 weeks to complete the entire collection process due to many employees were on leave to clear their annual leaves.

3.7 Technique of Data Analysis

All the data collected from the survey are entered and coded using Statistical Package for Social Science (SPSS) software version 22. The survey results were analyzed, generated and summarized into statistical analysis which consists of descriptive analysis, correlation analysis and regression analysis.

3.7.1 Descriptive Analysis

Descriptive analysis involves the process of transforming data of general characteristics. Zikmund et al., (2013) described the descriptive analysis on measures of mean, medians, modes, variance, range, and standard deviation. In this study, descriptive analysis was used to describe and summarize the respondent demographic consists of gender, age, race, marital status, education level, years of service, income and job category. The analysis was generated from the collected data.

3.7.2 Correlation Analysis

Correlation analysis is used to measure the strength and significance relationship between variables (Sekaran and Bougie, 2011). In the correlation analysis, Pearson correlation coefficient (r) is used to show the linear relationship between independent variables (perceived organization support, employee engagement, and supervisory communication) with dependent variable, employee turnover intention. The values of this correlation range from -1 to +1. There is a positive linear relationship if the two variables value of r closed to +1 and negative linear relationship if the two variables value of r closed to -1. However, if the value of r is closed to 0 there is no linear relationship or weak relationship between the two variables.

3.7.3 Regression Analysis

Regression analysis is used to identify the relationship between dependent variable and independent variables. In this study, regression tests is used to determine the relationship between perceived organization support, employee engagement, supervisory communication and employee turnover intention. Multiple Regression Analysis was used in this study to identify which independent variables have more significant affects with employee turnover intention.

3.8 Conclusion

This chapter focused on research methodology used for data collection, data analyzation and interpretation. Questionnaires were used to get the feedback from the respondents. Stratified Random Sampling was used as sampling technique. The pilot testing for 30 respondents was distributed to check the reliability. The data analysis used were descriptive, correlation and regression analysis. The next chapter, contains findings of data collection and also analysis.



CHAPTER 4

FINDINGS

4.1 Introduction

This chapter will discuss on the findings based from a research conducted through the distribution of questionnaires. The obtained data are analyzed using various statistical analysis. A frequency analysis was used to analyze the respondents' demographic details which related to gender, age, marital status, education level, years of service, income and job category. Subsequently, correlation analysis was used to determine the relationship between the variables; perceived organization support, employee engagement and supervisory communication with employee turnover intention. The regression analysis was later utilized to examine the significance relationship of variables.

4.2 Profile of Respondents

Table 4.1 summarized the profile data for 250 respondents from the overall total of 302 questionnaires distributed to the selected target consists of the generation Y in the manufacturing industry. The data includes the gender, age, race, marital status, education level, years of service, income and job category. The collected data showed that majority of the respondents were female with 135 respondents (54%) and male respondents were 115 (46%).

From the findings, most of the respondents were at 30 to 35 years old which comprised of 132 respondents (52.8%), followed by 75 (30%) were 24 to 29 years, 36 (14.4%) were above 35 years old and 7 (2.8%) were below 24 years old.

Then, race indicated that the majority respondents were Malay with total of 122 respondents (48.8%), followed by Chinese for 70 (28%), the Indian 53 (21.2%) respondents and others 5 (2%).

For marital status, 239 (95.6%) respondents were married while 6 (2.4%) respondents were single, and only 5 (2%) respondents were divorce.

In terms of education, the highest number of respondents were Degree for 216 respondents (86.4%), followed by Diploma for 31 respondents (12.4%), and the lowest respondents for education level were Master for 3 respondents (1.2%).

For years of service, majority respondents were 12 years and above for 74 respondents (29.6%), 72 (28.8%) for 9 to 11 years, 43 respondents (17.2%) for 3 to 5 years, 42 respondents (16.8%) for 6 to 8 years and 19 respondents (7.6%) for service less than 3 years.

Besides, the result indicated that 79 respondents (31.6%) were of those who received a monthly income within the range of RM5000-RM5900, 61 respondents (24.4%) for income ranges of RM6000 and above, 55 respondents (22%) who received income within range of RM4000 to RM4999, 35 respondents (14%) who received income within range of RM3000-RM3900 and it comprised of 20 respondents (8%) for the lowest respondents who received income within range of RM2000 to RM2999.

Based on job category, exempt represented the majority respondents for total 202 respondents 80.8%, followed by non-exempt category with 35 respondents for 14%, and only 13 respondents (5.2%) were from the manager's category.



Table 4.1
Demographic Profile of Respondents

		Frequency	Percentage
Gender	Male	115	46
	Female	135	54
Age	Below 24 years	7	2.8
	24-29 years	75	30
	30-35 years	132	52.8
	Above 35 years	36	14.4
Race	Malay	122	48.8
	Chinese	70	28
	Indian	53	21.2
	Others	5	2
Marital Status	Single	6	2.4
	Married	239	95.6
	Divorced	5	2
Education Level	Diploma	31	12.4
	Degree	216	86.4
	Master	3	1.2
Years of Service	Less than 3 years	19	7.6
	3 -5 years	43	17.2
	6-8 years	42	16.8
	9-11 years	72	28.8
	12 years & Above	74	29.6
Income	RM2000-RM2999	20	8
	RM3000-RM3999	35	14
	RM4000-RM4999	55	22
	RM5000-RM5999	79	31.6
	RM6000 & Above	61	24.4
Job Category	Non exempt	35	14
	Exempt	202	80.8
	Managers	13	5.2

4.3 Descriptive Statistic and Normality Test

Descriptive statistics are used to describe the basic collection of the data in this study. This data collection will be measured and summarized into frequency, mean and standard deviation. In this study, 7-point Likert scale was used to measure the variables which from 1 - strongly disagree to 7 – strongly agree.

Based on Table 4.2, results of descriptive statistics indicated that all factors have similar mean and median as each factor showed significant level of $p < 0.05$. From this result, the highest mean was employee turnover intention at 4.07 while the lowest mean is supervisory communication at 3.81.

Table 4.2
Descriptive Statistic, Mean, Median and Normality Test for Research Variables

Variables	Mean	Median	Standard Deviation	Skewness	Kurtosis
Employee Turnover Intention	4.07	4.16	0.43	-0.74	-0.22
Perceived Organization Support	3.95	4.01	0.41	-0.05	-1.46
Employee Engagement	3.98	4.10	2.47	0.20	-1.75
Supervisory Communication	3.81	2.89	1.67	0.19	-1.89

From Table 4.2, employee turnover intention showed a standard deviation of 0.43 with skewness value of -0.74 and a kurtosis of -0.22 followed by perceived organization support showed standard deviation is 0.41 with a skewness is -0.05 and a kurtosis of -1.46.

Besides, employee engagement showed a standard deviation of 2.47 with a skewness value of 0.20 and a kurtosis of -1.75. Finally, supervisory communication indicated a standard deviation value of 1.67 which a skewness of 0.19 and a kurtosis value of -1.89.

The conducted descriptive analysis also showed the respondents levels of employee turnover intention, perceived organization support, employee engagement and supervisory communication. This was conducted by looking at both the mean and median values of the variables. When the mean of a variable is lower than the median, it is considered that the employees response rate are higher than average and if mean of the variable is higher than the median it is considered that the rating of the employee is lower than the average response.

The results of the mean and median analysis of the variables also shown in Table 4.2. Employee turnover intention showed a mean value of 4.07 and median value of 4.16. This reported that the average level of employee turnover intention response is higher among generation Y employees in the organization. Similarly, employee engagement showed a mean value of 3.98 and a median value of 4.10. This reported that the average employee engagement response level is also higher among generation Y employees in the organization. Perceived organization support showed a mean value of 3.95 and median value of 4.01, interpreting that the average rate of perceived

organization support response level is slightly higher among generation Y employees in the organization. On the other hand, the average rate of supervisory communication response level is slightly lower among generation Y employees in the organization with a mean value of 3.81 and a median value of 2.89.

Table 4.3
Test of Reliability for the research variables

Variables	Cronbach's Alpha	No of Item
Employee Turnover Intention	0.78	7
Perceived Organization Support	0.73	16
Employee Engagement	0.82	8
Supervisory Communication	0.76	8

The Cronbach alpha reliability test was used to observe each variables measurement in the questionnaire. The alpha coefficient of employee turnover intention is 0.78, perceived organization support is 0.73, employee engagement is 0.82 and supervisory communication is 0.76. According to Sekaran and Bougie (2010), there is the internal consistency reliability if the result passed the minimum acceptable level of 0.7. Hence, the above cronbach's alpha showed values of more than 0.7, which means consistencies and appropriateness of the measurement in this research.

4.4 Statistical Test

Statistical test is used to examine the relationship between the variables in the study. Correlation and regression tests are used to determine the relationship between dependent variables (employee turnover intention) and independent variables (perceived organization support, employee engagement and supervisory communication).

4.4.1 Correlation Analysis

Pearson Correlation Analysis is used to measure the strength and significance relationship between variables (Sekaran and Bougie, 2011). Table 4.4 displayed the results of Pearson correlation analysis for the variables.

Table 4.4
Pearson correlation analysis of the variables

Variables	Employee Turnover intention	Perceived Organization Support	Employee Engagement	Supervisory Communication
Employee Turnover intention	1			
Perceived Organization Support	-.78	1		
Employee Engagement	-.71**	.153**	1	
Supervisory Communication	-.73**	.141**	.594**	1

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

Based on Table 4.4, the correlation analysis result stated that employee turnover intention has significant negative relationship with employee engagement and supervisory communication. In contrast, there is no correlation between perceived

organization support with employee turnover intention. Besides that, the r value indicated that employee turnover intention has negative significant relationship with employee engagement ($r = -0.71$, $p = 0.00$) and supervisory communication ($r = -0.73$, $p = 0.00$). While, perceived organization support has no significant relationship with employee turnover intention ($r = -0.78$, $p = 0.12$).

4.4.2 Regression

Regression tests is used to examine the relationship between the dependent variable (employee turnover intention) and independent variables (perceived organization support, employee engagement and supervisory communication).

Multiple regression analysis is used to examine the multiple independent variables on a dependent variable that investigated concurrently (Zikmund et al., 2013).

Table 4.5:
Multiple Regression for research variables

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	SE	Beta	t	Sig.
Constant	1.72	.33		7.32	0.00
Perceived Organization Support	-.48	.059	-.74	-6.31	0.26
Employee Engagement	-.29	.045	-.62	-5.33	0.00
Supervisory Communication	-.34	.042	-.69	-5.61	0.00
R = 0.645 R ² = 0.412 Adjusted R ² = 0.432 F = 53.25 p ≤ 0.05					

Referred to Table 4.5, the multiple regression showed that employee engagement and supervisory communication are significantly related on the employee turnover intention compared to perceived organization support. The R² (41.2%) of employee

turnover intention is mainly due to employee engagement and supervisory communication. This showed that another 58.8% of employee turnover intention is influence by other factors. As conclusions, there is negative relationship between employee engagement and supervisory communication with employee turnover intention among Generation Y with ($p = 0.00$).

Table 4.5 also showed the value of r^2 is 0.412 which means that the independent variable (employee engagement and supervisory communication) explained 41.2% variability of dependent variable (employee turnover intention) is significant with value $F = 53.25$, $p < 0.05$. Moreover, the results also indicated that employee engagement has the most negative significant influence on employee turnover intention with standardized beta value of - 0.62. It is followed by supervisory communication that has a standardized beta value of -0.69, which also shown a negative significant influence on employee turnover intention. Lastly, perceived organization support, has shown a beta value of -0.74, which indicated that perceived organization support has negative and no significant influence on employee turnover intention with ($p=0.26$).

Based on the above result, the result of hypotheses as indicated below:

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

Table 4.4 showed that perceived organization support has no significant relationship with employee turnover intention ($r = -0.78$, $p = 0.12$). Therefore, hypothesis H1 was not accepted.

H2: There is significant relationship between employee engagement and employee turnover intention.

Table 4.4 showed that employee turnover intention has negative significant relationship with employee engagement ($r = -0.71$, $p = 0.00$). Therefore, hypothesis H2 was accepted.

H3: There is significant relationship between supervisory communication and employee turnover intention.

Table 4.4 showed that employee turnover intention has negative significant relationship with and supervisory communication ($r = -0.73$, $p = 0.00$). Therefore, hypothesis H3 was accepted.

4.5 Conclusion

In this chapter, the results from frequency, descriptive statistics, normality test, reliability, correlation, and regression analysis that have been used in conducting the analysis were presented. Based on findings and discussions, the correlation analysis results showed employee engagement and supervisory communication have negative significant relationship with employee turnover intention while there is no correlation between perceived organization support with employee turnover intention. The results for regression analysis indicated that employee engagement has the most significant influence on employee turnover intention and followed by supervisory communication. So, the next chapter will discuss about findings, conclusions and recommendation.

CHAPTER 5

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter, consists of three major sub topics namely discussions, recommendations for future research and overall conclusions. The discussion will be based on the objectives of the study as mentioned in chapter one. While, recommendation explains the practical implication of the study including the ideas and suggestions for future research. Lastly, this study will end with an overall conclusion.

5.2 Discussions

This study to examine the relationship between three independent variables of perceived organization support, employee engagement and supervisory communication with employee turnover intention. The study aims to achieve the following objectives:

- i. To examine the relationship between perceived organization support and employee turnover intention among Generation Y.
- ii. To determine the relationship between employee engagement and employee turnover intention among Generation Y.
- iii. To identify the relationship between supervisory communication and employee turnover intention among Generation Y.

5.2.1 The relationship between perceived organization support and employee turnover intention among Generation Y

The Pearson Correlation Analysis (refer Table 4.4.), found that employee turnover intention had negative and no significant correlation with perceived organization support ($r = -0.78$, $p = 0.12$).

Based on multiple regression analysis result (refer to Table 4.5) perceived organization support with standardized beta value of -0.74 , indicated that perceived organization support had negative and no significant relationship with employee turnover intention with ($p = 0.26$). It showed that if employee received low perceived organization support, the employee turnover intention is still relatively high because it did not influence the decision to stay. This findings is supported by Wasti (2003); Tuzun and Kalemci (2012) who stated that employees who are independent in organization have less interactions with people in organization such as their managers. Therefore, it showed that perceived organization support had negative effect on employee turnover intention for Generation Y in this organization. Based on demographic findings, it stated that 29.6 % of this Generation Y has served in the organization 12 years and above. This group of employees might be individualistic and independent employees who only focus on their job or compensation factor rather than depending on managers or organization support to assist them in doing their job. They also believed that they can make their own decision and less guidance needed since they are senior in the organization and understand most of the organization procedures and policies.

5.2.2 The relationship between employee engagement and employee turnover intention among Generation Y

The Pearson Correlation Analysis (based on Table 4.4), discovered that employee turnover intention had negative significant correlation with employee engagement ($r = -0.71$, $p = 0.00$).

Based on multiple regression analysis result (refer to Table 4.5), employee engagement had the most significant influence on employee turnover intention with standardized beta value of - 0.62. This showed us that when employee is engaged with organization, it helps low the employee turnover intention to leave the organization. This findings is supported by Macey and Schneider (2008) who indicated that employee engagement is important in organization especially in the long run because leveraging employee engagement in the long run could perceive significant positive impact on business results. The studies found that tested hypotheses showed that high work engagement anticipated low employee movement to another company (Bhatnagar, 2012). It is because employee who is connected with organization will feel happy to work in the organization compared to those who are not, hence it will not trigger the intention to find new job.

This findings is also supported by Saks (2006) who identified employees' positive experiences and emotions affect more positive job performance outcomes. He also mentioned that engagement outcomes is included job and organization. For instance job engagement outcome was the quality and employee's own experience of doing the work meanwhile organizational engagement outcome was about the organization productivity, supportive community, fairness and justice). Therefore, employee will

less likely intent to move from organization when they feel connected with organization through having job satisfaction in their work (eg: have empowerment and authority to make decision) and also when they have good relationship with employer and team.

In summary, based on demographic result (refer Table 4.1) generation Y with years of services for 12 years and above perceived that employees engagement is crucial for them to remain in the organization. Basically, those who are stay longer in the organization feel that they have been recognized for their contribution.

5.2.3 The relationship between supervisory communication and employee turnover intention among Generation Y

The Pearson Correlation Analysis (based on Table 4.4), showed that employee turnover intention had negative significant correlation with supervisory communication with ($r = -0.73$, $p = 0.00$).

The multiple regression analysis result (refer to Table 4.5), revealed that supervisory communication had negative significant with standardized beta value of -0.69. This indicated that when employee has good communication with supervisor in the organization, it contributes in reducing employee turnover intention to leave the organization. The findings is supported by Irfan (2008), who said that organization politics, feedback system, autonomy, clear goal and good relationship with supervisor are significant factor to reduce turnover intention and increased employee retention and developed citizenship behavior through organizational commitment. It is because employee will feel happy when supervisor encourage two ways communication

(provide and accept feedback) and gave clear direction on business goals. As a result, when employer managed to complete these need, employee will stay longer in the organization. Hence, this showed that generation Y in this organization also perceived supervisory communication is important and this factor influence the decision to leave or stay in organization.

Previous research by Abu Bakar, Mustaffa and Mohamad (2009) found that employee and supervisor who has low quality working relationships may result to employee turnover intention. For instance, if the supervisor is micromanage and too dictates, this will make employee feel dissatisfied. As a result, it increase employee turnover and less commitment in doing the task given. It means that generation Y in this organization want employer to give freedom for them to their work on their own way rather than micromanaging approach. This will not allow them to be creative and solving the issues in their jobs.

Normally, poor supervisor listening skills is negatively related to employee motivation and job performance. Employees will feel frustrated when they are not being listened and this creates emotional exhaustion because they are not being involved in decision making, ideas not been heard and disengaged (Lloyd et al., 2015).

5.3 Implication of the study

This section discusses about the implication of this study to the management, the policy makers in organization, and employees.

5.3.1 Theoretical Implication

This research has been able to examine the factors that influence employee turnover intention among generation Y in manufacturing industry from the Social Exchange Theory and Leader–Member Exchange (LMX) theory. This contribution is valuable because there is a limited study in the relationship of independent variables (perceived organization support, employee engagement and supervisory communication) and employee turnover intention among generation Y most especially in Malaysia manufacturing industries. The results showed that employee engagement and supervisory communication and perceived organization support have negative significant relationship towards employee turnover intention among Generation Y in manufacturing organization.

5.3.2 Practical Implication

Based on the findings of this research, it helps the stakeholders, management and Human Resource practitioner to understand the factors that influence employee turnover intention among generation Y in manufacturing industry. The results revealed that employee engagement and supervisory communication have negative significant relationship towards employee turnover intention among Generation Y in manufacturing organization.

As stakeholders, by understanding factor that influence employee turnover intention, it could help them to invest on employee retention program in retaining high performance among generation Y as they are human capital in organization that helps run organization towards achieving the objectives and generate more profit for the investment.

For management, through understanding the factor that effect employee turnover intention, it help the management work with Human resource to revisit the current practices and policy that can help improve the employee engagement and supervisory communication in organization. If they fail to retain the high performance employee in organization, the organization will need to suffer of replacement hiring cost and have difficulties to achieve organization goals.

5.4 Limitation of the study

Limitations of the study are influences that beyond researcher control that may effect the research result. The limitations of the study include the following:

Firstly, this study was conducted in one organization which did not covered all manufacturing industries in Norther regions. Therefore, the result may not reflect the employee turnover issue in other manufacturing industries.

Secondly, only 3 factors have been chosen for this study namely as perceived organization support, employee engagement and supervisory communication that influence employee turnover intention. Thus, it is limited to represent other factors of employee turnover intention concerns.

Thirdly, limitation is also related to data collection method where researcher might not have extensive experience in collecting data. For instance, stratify random sampling method may cause very general findings and difficult to measure the accuracy of research result. This is because the 250 respondents may not represent total of populations. Besides, most of the people are busy with new project kick-off for new business which called as Series 6 project, the respondents also having difficulties to give cooperation since they have a lot of meeting to attend, not to forget that, towards end of the year, employees are busy clearing their annual leave and they are also employees who involve in organization account closing reporting which they are really tight and to focus as to ensure organization incomes and expenditures were captured correctly.

Lastly, other limitation faced by researcher is scope of discussions. This is because the scope and depth of discussions in the study might need to be compromised since researcher lack of exposure in conducting research and producing academics papers compared to experienced researcher or scholars.

5.5 Recommendations

There are few recommendations for manufacturing industry to manage employee turnover intention from the findings of this study. Based on the result, employee engagement is the main factor that influence to reduce the employee turnover intention in manufacturing industries followed by supervisory communications.

5.5.1 Employee Engagement

Here are few recommendations on how to improve employee engagement among generation Y:

a. Create more team bonding activity

It is important to create more team bonding activity in First Solar as after VSS implementation, most of the employees have been transferred to different department with new reporting structure and peers. Therefore, by making them involved in team bonding activity, it helps to create quality working relationships with peers, superiors, and subordinates. When they started to know each other's behaviors, it eased them to work closely together in performing assigned task. For instance, encourage department to create off site team bonding activity and prepare group activities that encourage employees to have a lot of discussion to complete the games. As a result, if employee has good relationship with peers and superior, they are happy to come to work and reduce their intention to leave organization.

b. Create fun at workplace

Employer should create fun at workplace since employees spend most their time at work. In order to keep motivated and fresh at workplace. For instance; provide gym facilities for employee to enjoy during break hours or after work. Employee who feeling fresh and energetic at workplace, will be able to produce more quality work and it also help develop positive behaviors. Employee will feel happy to enjoy the gym facilities at workplace because if they want to go for any fitness centre to use gym facilities, they need to pay sum of money which the fee cost are quiet expensive.

Therefore, through providing this free gym facilities it allow employee to exercise and it helps reduce the stress. Employee will feel motivated and engaged with organization who always thinks about employee's welfare.

Besides, employer also should provide leisure corner for employees to play during their break hours. For instance, create space where the employees can play chess, reading books, playing badminton. This initiative is to encourage employee to boost up their energy and reduce stress. Through exercise or doing things that employee's like, this create fun environment for them. So, creating conducive working environment helping employee to feel happy when they can play and relax at workplace. Thus, this will help employee stay longer in longer in organization when they are happy and motivated.

c. Promote buddy system

Buddy system is the assistance program for new hires upon joining the organization and also coaching session for existing employees. This system is helping the new hire to expedite the learning process and connect or engage with organization faster. In buddy system program, new hires will be assigned to senior employees for assisting them in understanding the work procedures and policy in organization. At the end of the day, both employees should be recognized through having lunch or tea time together. This program also will make the new hires feel welcome and have proper guidance. This program is not limited for new hires but existing employees also can be assigned to buddy who can help them in performing their task which is more into coaching session where employees can share their problem that related to work

whenever they are stuck with the issues. This can help employees feel motivated and engaged when they have other party than manager to be referred for guidance.

d. Instance recognition program for good behavior

Usually, employer recognize employee only for good performance. It is proposing for organization should create instance recognition program for good behavior. This is to encourage recognition for employees on timely manner rather than waited after for performance review completed. For instance, if employee reported safety incident which can help organization to prevent future occurrence, instance recognition can be given such as giving shopping voucher for employee to buy groceries or cafeteria token to enjoy free breakfast for certain amount. As a result, this encourages safety awareness behavior in the organization. Employee will feel happy when employer or organization is not only recognize their performance but their good behavior also will be recognize. This token of appreciation will make employees feel motivate to work in organization. When employee is motivated, they will also engage in the organization.

5.5.2 Supervisory Communication

Here are few recommendations on how to improve supervisory communication among generation Y. It is listed as below:

a. Manager as communicator

The purpose of this approach is to understand the strategic direction and business operations. As a supervisors, they are uniquely positioned to help associates at all levels remain informed and engaged in organization common vision. This role is

getting the manager to cascade business current updates upon receiving news via email from corporate. It is important to play this role as to ensure employees are receiving the latest new about organization progress. It helps employee aware whether organization is in good condition or vice versa. As for generation Y, they always want to be updated not only for technology but by knowing latest news about organization also will keep them motivated to work and avoid them from feeling that they are in the unknown zone. Like in this organization, it is very crucial for manager to keep employee aware on organization progress as employees have been through tough situation after Voluntary Separation process in past 5 months.

b. Open door policy

An open door policy is a communication policy which managers, CEOs, MDs, or supervisors are encourage for communication openness and transparency with employees in the organization. In this policy, employees are encouraged to stop by whenever they feel the need to meet and ask questions, discuss suggestions, and highlight problems or concerns with management. An open door policy is intended to foster collaborative, high performance, and mutual respect between upper management and employees. It is also to encourage open communication, feedback, and discussion about any matter that importance for employees. For instance, employee can schedule one to one session with managers or emails the corporate level if he or she wants to know something about organization if they feel manager cannot answer them.

c. Clearly define long term and short term goals.

Creating short-term goals for employee can minimize deferment in achieving long term goals. Employer should set clear and defined path to success that allowing employees to focus on one thing at a time. This focus will not only help employee to stay motivated, but it will also help improve productivity, and get employees achieving long-term goal faster. Usually, manager will share organization goals and department goals with employees in the beginning of the year so that employees are aware on the organization direction but the goals are too general too broad. It is important for manager to sit down and customize the goals for different employees with different roles by identifying the short term goals first before plan the long term goals for employees. As a result, it help employees to have better understanding and direction that they should focus in order to achieve organization objectives.

d. Develop skip level session with follow up session

Employer also can create monthly or quarterly skip level session with managers for communication purposes. Skip level session is the next level session from organization hierarchy. For instance, if employee A report to supervisor, the next level hierarchy is Manager. The good things of having this session is because sometimes associate is afraid or not open to share the feedback with their direct superior. So, skip level session is where employees can ask question, get clarification or give feedback about their direct manager to the next level manager. As next level manager's roles, they cannot reveal details of who have provided the feedback but manager can share the feedback and work close with direct superior of employees to close the gap. For instance, if associate's feedback that superior does not provide clear

direction and lack of guidance, so as the next level manager, it is where he or she needs to play role by coaching the supervisor on how to improve this area.

As a result, if the supervisor managed to improve his or her people management skills in guiding the employee, it helps create good relationship between employee and manager and this will also increase the commitment to stay in organization when the manager provides clear direction and listen to their feedback.

5.6 Suggestions for Future Research

The purpose of this study is to examine the factors that impact employee turnover intention. Therefore, the three factors namely, perceived organization support, employee engagement and supervisory communication chosen in this study may not be sufficient to understand the reason why employee wants to leave the organization. It is suggested to study on other factors that possibly give strong impact to the employee turnover intention such as compensation and benefits, flexible working hours, career growth opportunity and others human resource management practices.

Moreover, data collection method should be executed with proper plan such as identified the right demographic and industrial type to ensure the accuracy of the result. Also, respondents should be given ample time to provide feedback as to avoid respondents from being forced to answer the questionnaires that may impact to their feeling.

5.7 Conclusion

In a nutshell, dependent variable, perceived organization support has no influence towards employee turnover intention. Thus, it is essential to look into other variables that could be influenced the employee turnover intention. From this study, employee engagement has the most significant influence towards employee turnover intention followed by supervisory communication. Therefore, the organization should study and find ways to improve employee engagement through review incentive program, create fun at workplace, promotes buddy system, and instance recognition program for good performance and behavior. Besides that, it is also crucial to create and maintain good communication between employees and supervisors as this is also important factor that influence employee decisions to leave the organization. This effort can be done through create manager as communicator agent, create open door policy, clearly define long term and short term goals, and develop skip level session with follow up session.

Finally, all respective individual (managers, stakeholders, and human resource) should play their roles as to ensure organization can help retain the good performance employees (skilled employees) among generation Y by understanding the actual root cause for leaving organization.

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APPENDICES

APPENDIX A – QUESTIONNAIRE



**COLLEGE OF BUSINESS
UNIVERSITY UTARA MALAYSIA**

FACTORS THAT INFLUENCE EMPLOYEE TURNOVER INTENTION AMONG GENERATION Y IN MANUFACTURING INDUSTRY

This is a study conducted as part of my requirement to be rewarded a Master in Human Resource from University Utara Malaysia. It is estimated that answering the questions will not take more than 10 minutes. All responses will be kept anonymous; **PLEASE ANSWER ALL QUESTIONS.**

Your cooperation in this master project is highly appreciated. Again, thank you for your valuable time.

Sincerely Yours,

Fatin Ayuni Binti Mohamad Khair
809970
Master of Human Resource Management
College of Business

SECTION 1
Personal Background

Instruction: Please tick (/) at the relevant spaces next to question in which the answers that are more applicable for you.

1. Gender

☐ Male

☐ Female

2. Age

☐ Below 24 years

☐ 24 to 29 years

☐ 30 to 35 years

☐ Above 35

3. Race

☐ Malay

☐ Indian

☐ Chinese

☐ Others. Please state: _____

4. Marital Status

☐ Single

☐ Divorce

☐ Married

5. Education Level

☐ Diploma

☐ Master

☐ Degree

☐ Others Please specify: _____

6. Years of Service

☐ Less than 3 years

☐ 9 to 11 years

☐ 3 to 5 years

☐ 12 years & Above

☐ 6 to 8 years

7. Income

- | | |
|---|---|
| <input type="checkbox"/> RM1000 to RM1999 | <input type="checkbox"/> RM4000 to RM4999 |
| <input type="checkbox"/> RM2000 to RM2999 | <input type="checkbox"/> RM5000 to RM5999 |
| <input type="checkbox"/> RM3000 to RM3999 | <input type="checkbox"/> RM6000 & Above |

8. Job Category

- ☐ Non Exempt
- ☐ Exempt
- ☐ Manager



SECTION 2

Part One: Employee Turnover Intention

INSTRUCTION: This section consists of 4 parts. Read each part carefully and carefully and circle an answer which you feel reflects your judgment by using the following scale:

1. Strongly disagree
2. Disagree
3. Slightly disagree
4. Neither disagree nor agree
5. Slightly agree
6. Agree
7. Strongly Agree

A. Employee Turnover Intention

Question	Scale					
1. I frequently think of quitting my job	1 7	2	3	4	5	6
2. I will probably look for a new job within next 12 months	1 7	2	3	4	5	6
3. I plan to stay in this company to develop my career for a long time	1 7	2	3	4	5	6
4. For me, this company is the best of all possible organizations to work for	1 7	2	3	4	5	6
5. It is easy for me to leave my present job	1 7	2	3	4	5	6
6. My investment in my job is too great for me to think of quitting	1 7	2	3	4	5	6
7. I might consider to leave if I find better organization	1 7	2	3	4	5	6

Part Two: Perceived Organization Support

Circle an answer which you feel reflects your judgment by using the following scale:

1. Strongly disagree
2. Disagree
3. Slightly disagree
4. Neither disagree nor agree
5. Slightly agree
6. Agree
7. Strongly Agree

B. Perceived Organization Support

Question	Scale
1. The organization values my contribution to its well-being	1 2 3 4 5 6 7
2. If the organization could hire someone to replace me at a lower salary it would do so. (R)	1 2 3 4 5 6 7
3. The organization fails to appreciate any extra effort from me. (R)	1 2 3 4 5 6 7
4. The organization strongly considers my goals and values.	1 2 3 4 5 6 7
5. The organization would ignore any complaint from me. (R)	1 2 3 4 5 6 7
6. The organization disregards my best interests when it makes decisions that affect me. (R)	1 2 3 4 5 6 7
7. Help is available from the organization when I have a problem.	1 2 3 4 5 6 7
8. The organization really cares about my well-being.	1 2 3 4 5 6 7

9. Even if I did the best job possible, the organization would fail to notice. (R)	1 7	2	3	4	5	6
10. The organization is willing to help me when I need a special favor.	1 7	2	3	4	5	6
11. The organization cares about my general satisfaction at work.	1 7	2	3	4	5	6
12. If given the opportunity, the organization would take advantage of me (R)	1 7	2	3	4	5	6
13. The organization shows very little concern for me. (R)	1 7	2	3	4	5	6
14. The organization cares about my opinions	1 7	2	3	4	5	6
15. The organization takes pride in my accomplishments at work.	1 7	2	3	4	5	6
16. The organization tries to make my job as interesting as possible	1 7	2	3	4	5	6

Part Three: Employee Engagement

Circle an answer which you feel reflects your judgment by using the following scale:

1. Strongly disagree
2. Disagree
3. Slightly disagree
4. Neither disagree nor agree
5. Slightly agree
6. Agree
7. Strongly Agree

C. Employee Engagement

Question	Scale						
1. I really “throw” myself into my job’.	1	2	3	4	5	6	7
2. I am really not into the “goings-on” in this organization	1	2	3	4	5	6	7
3. Being a member of this organization makes me come “alive”	1	2	3	4	5	6	7
4. Being a member of this organization is exciting for me	1	2	3	4	5	6	7
5. At my work, I feel full with energy	1	2	3	4	5	6	7
6. I am passionate about my job	1	2	3	4	5	6	7
7. I feel happy when I am working passionately	1	2	3	4	5	6	7
8. I am fascinated with my work	1	2	3	4	5	6	7

Part Four: Supervisory communication

Circle an answer which you feel reflects your judgment by using the following scale:

1. Strongly disagree
2. Disagree
3. Slightly disagree
4. Neither disagree nor agree
5. Slightly agree
6. Agree
7. Strongly Agree

D. Supervisory communication

Question	Scale
1. I think my superior asks me about my interests outside of work	1 2 3 4 5 6 7
2. I question my superior's instructions when I do not understand them	1 2 3 4 5 6 7
3. I tell my superior when I think things being done are wrong	1 2 3 4 5 6 7
4. I question my superior's instructions when I think he/she is wrong	1 2 3 4 5 6 7
5. I think my superior lets me know why changes are made in work assignments	1 2 3 4 5 6 7
6. I think my superior keeps me informed about rules and policies	1 2 3 4 5 6 7
7. I think my superior gives clear instructions to me	1 2 3 4 5 6 7
8. I think my superior informs me about future plan for me in the group.	1 2 3 4 5 6 7

APPENDIX B: DESCRIPTIVE STATISTICS OF VARIABLES

Descriptive Statistics

	Mean	Std. Deviation	N
Employee Turnover intention	4.07	0.43	250
Perceived Organization Support	3.95	0.41	250
Employee Engagement	3.98	2.47	250
Supervisory Communication	3.81	1.67	250

APPENDIX C: PEARSON CORRELATION RESULT

Correlations

		ETI	POS	EE	Supvcomm
Employee Turnover intention	Pearson Correlation	1	-.71	-.78**	.76**
	Sig. (2-tailed)		.012	.000	.000
	N	250	250	250	250
Perceived Organization Support	Pearson Correlation	-.71	1	.153**	.141**
	Sig. (2-tailed)	.012		.043	.062
	N	250	250	250	250
Employee Engagement	Pearson Correlation	-.78**	.153**	1	.594**
	Sig. (2-tailed)	.000	.043		.000
	N	250	250	250	250
Supervisory Communication	Pearson Correlation	-.73**	.141**	.594**	1
	Sig. (2-tailed)	.000	.062	.000	
	N	250	250	250	250

APPENDIX D: MULTIPLE REGRESSION RESULT

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 ^a	.412	.432	.23561

Predictors: (Constant), Supervisory Communication, Perceived Organization Support, Employee Engagement

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.72	.33		7.32	0
Perceived Organization Support	-.48	.059	-.74	-6.31	0.26
Employee Engagement	-.29	.045	-.62	-5.33	0
Supervisory Communication	.34	.042	-.69	-5.61	0

a. Dependent Variable: Employee Turnover intention