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**A STUDY ON THE INFLUENCE OF
ORGANIZATIONAL JOB EMBEDDEDNESS ON
TURNOVER INTENTION AMONG GENERATION-Y
IN PROTON EDAR SDN. BHD.**



**MASTER OF HUMAN RESOURCE MANAGEMENT
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GENERATION-Y IN PROTON EDAR SDN. BHD.**



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By
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Management**



**Pusat Pengajian Pengurusan
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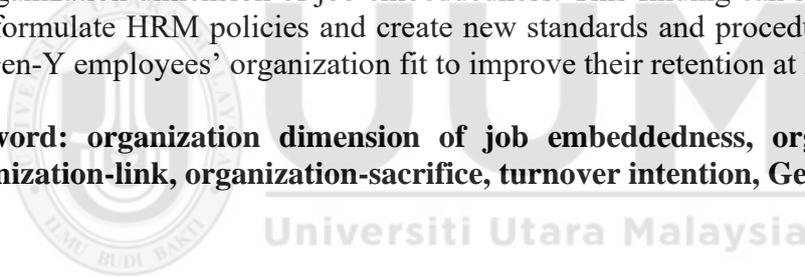
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ABSTRACT

Job embeddedness (JE) is an employee state of mind that drives them to stay in an organization because of numerous organizational related factors. JE comprises of two dimensions namely organization and community. These two dimensions focuses on describing the extent to which an individual is linked to other people and activities in the organization and community. Each dimension comprises of three elements: links, fit, and sacrifice. This study focuses the relationship between the organizational dimension comprises of link, fit and sacrifice components among the Gen-Y employees in Proton Edar Sdn. Bhd. (PESB). A total of 124 questionnaires were distributed to the Gen-Y employees at PESB through simple random sampling. The drop-off method was used to distribute the questionnaires to employees of PESB from various divisions. A total of 113 usable questionnaires were used for data analysis. Using correlation analysis, it was found that there was significant relationship between turnover intention and the independent variables namely, fit, link and sacrifice. Among the independent variables, organization fit was found to be significant at 0.000, with beta value of 0.418 implying that 41.8% of the variance in turnover intention is explained by the organization fit component of organization dimension of job embeddedness. This finding can serve as a basis to reformulate HRM policies and create new standards and procedures to nurture the Gen-Y employees' organization fit to improve their retention at PESB.

Keyword: organization dimension of job embeddedness, organization-fit, organization-link, organization-sacrifice, turnover intention, Gen-Y



ABSTRAK

Job embeddedness (JE) adalah keadaan pekerja yang mendorong mereka untuk terus berada dalam organisasi kerana factor-faktor yang berkaitan dengan organisasi. JE terdiri daripada dua dimensi iaitu organisasi dan komuniti. Kedua-dua dimensi ini memberi tumpuan untuk menerangkan sejauh mana seseorang individu itu dikaitkan dengan orang lain dan aktiviti dalam organisasi dan komuniti. Setiap dimensi terdiri daripada tiga elemen: hubungan, kesesuaian, dan pengorbanan. Kajian ini memfokuskan hubungan antara dimensi organisasi yang merangkumi komponen hubungan, kesesuaian dan pengorbanan dalam kalangan pekerja Gen-Y di Proton Edar Sdn. Bhd. (PESB) Sebanyak 124 borang soal selidik telah diedarkan kepada pegawai Gen-Y di PESB melalui persampelan rawak mudah. Kaedah drop-off digunakan untuk menyebarkan borang soal selidik kepada pekerja PESB dari pelbagai bahagian. Sebanyak 113 soal selidik yang boleh digunakan digunakan untuk analisis data. Menggunakan analisis korelasi, didapati bahawa terdapat hubungan yang signifikan antara pembolehubah tidak bersandar dan pembolehubah bersandar. Antara pembolehubah tidak bersandar, kesesuaian organisasi didapati signifikan pada 0.000, dengan nilai beta 0.418 menyiratkan bahawa 41.8% dari variasi niat untuk meninggalkan organisasi dijelaskan oleh komponen kesesuaian organisasi. Penemuan ini dapat menjadi asas untuk merumuskan semula dasar pengurusan sumber manusia dan membuat piawaian dan prosedur baru untuk memelihara kesesuaian organisasi pekerja Gen-Y agar dapat meningkatkan pengekalan mereka di PESB.

Kata kunci: dimensi organisasi job embeddedness, organisasi-kesesuaian, organisasi-hubungan, organisasi-pengorbanan, niat untuk meninggalkan organisasi, Gen-Y

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“In the name of Allah, the most Gracious and Peace be upon His Messenger, the holy Prophet Muhammad SAW.”

First and foremost, Alhamdulillah, at last I am able to complete this thesis. Whilst, accepting full responsibility for the contents of this work, it would be incomplete not to acknowledge the debt I owed to those who have directly and indirectly contribute to this thesis. It has been the most fruitful experience to have been able to do this thesis.

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CHAPTER 1

INTRODUCTION

1.1 Chapter Introduction

This introductory chapter has focused on several areas aimed at inducting readers into key areas of concern for this study. Among others, they include writings on the study background, industry and company background, research objectives, research questions, the study scope, significance and study limitations, and definition of relevant terms.

1.2 Background of Study

Employees are an essential asset of an organization. To date, organizations in Malaysia have realized the importance of human resource management and its direct influence on a company's economic success (Cheah-Liaw, Petzall, & Selvarajah, 2003). Nevertheless, employees have the freedom to leave as much as they have on their own accord joined a company as an employee. It is also an accepted fact that before an employee pursues their action of leaving a company and their job, they would first of all develop an intention to quit (Rahman and Nas, 2013). In short, intention would precede action. This is indeed true even in a situation where an employee leaves an organization on a voluntary basis with no force imposed by any employee in their organization. As organizations democratize their employee management approach, employees have at large been bestowed with

freedom to form their intention to leave, and eventually leave their organization regardless of the position and duration they have served.

Turnover intention is when an employee develops an intention to leave the current workplace and starts thinking about staying or leaving the organization. In fact, this intention is the precursor to the actual or real turnover taking place, which witnesses an employee affirmatively pursuing their action of leaving an organization (Harhara et al., 2015). Turnover intention among employees is often viewed seriously by management, as this withdrawal behavior is detrimental to an organization. Among others would include replacement cost and work disruption that may impact its competitiveness, productivity, and future sustainability. Based on this premise, the turnover intention has drawn the interest of researchers in the past decade. In short, turnover intention is a conscious and purposeful act demonstrated by an employee in leaving an organization or their job (Lee et al., 2010). Once this intention has been formed it is just a matter of time before they would definitively leave the organization.

Characteristically, turnover intention encompasses three key elements: employees forming the thought of leaving their job, consciously looking for a job, and eventually forming the intention to quit their job (Mobley, 1977). Organizations are keen to learn about turnover intention factors since the ability to gauge employee turnover intention would enable the organization to determine employees' propensity to leave the organization.

Currently, among the different generations of employees, Generation-Y seemed to have made up the largest proportion of the workforce market and in no time, it is anticipated that this generation will be swiftly replacing the older generation. Their presence in a sizable fraction of the employment sector has made work environment more unpredictable, followed by an array of changing expectations (Jong, 2016). Based on the guideline postulated by Cavagnaro, Staffieri, & Postma (2018), Generation-Y are those who were born between 1980 to 2000 and they are now dominating the workforce in many organizations.

Queiri & Dwaikat (2016) in their study have reported that currently 50% of the Malaysian workforce is monopolized by the Generation-Y employees. They have demonstrated a unique perspective of the workplace and their approach to their job, networking, and communication are remarkably different from the earlier generations. Generation-Y is highly ambitious and seeks instant success in every endeavor (Naim & Lenka, 2018). Characteristically, Generation-Y changes jobs often during their lifetime. This generation places less importance on job loyalty (Jessie and Stephanie, 2017).

The low Generation-Y retention rate has caused organizations to incur more recruiting costs to train new employees to replace those leaving. According to Humphreys et al. (2009), a new worker's recruitment process is most likely costly. Search for critical talents is an issue that has become alarming among employers in Malaysia. Organizations are consistently struggling to innovate on effective mechanisms that could possibly appeal to the new generation talent, namely Generation-Y and improve their retention. (Wee, 2013).

As Malaysia is plagued with a talent crunch or shortage of talents (Queiri, Wan Yusoff, & Dwaikat, 2015), keeping employees among Generation-Y becomes an important agenda for organizations to ensure their production target and organization goals are realized. This is affirmed by Weyland (2011), who advocated the importance of planning for new career path opportunities for Generation-Y, to inform them of numerous options available to them and motivate them into taking up new job roles the very moment they are ready to do so. All these options are possible measures that could possibly minimize their turnover intention, to the benefit of their organization.

Organizations today are facing a daunting task of creating a substantive degree of job embeddedness among their employees. This issue of job embeddedness is seen with great importance as it has an overriding influence on employee's decision to remain in their organization. In addressing the issue of job embeddedness among employees, it is critical to delve and establish the real reasons why employees decide to stay or leave their organization (Mitchell et al., 2001; Shehawy et al., 2018). Only then mitigating plans can be put into action to minimize instances of employees wanting to leave. In concept, job embeddedness itself can be defined as a situation that have successfully driven employees to remain in an organization because they have the freedom to make decisions for themselves at work (Robinson et al., 2014). It is probably the ability to decide on 'what' and 'how' their assigned tasks should be executed that gives them the satisfaction at work and hence driving their job embeddedness. Literature on job embeddedness have often cited two important dimensions namely organizational (on-the -job) and community (off-the-job) dimensions as those responsible and capable of driving employees to

form their intention to leave an organization (Khan et al., 2018). In fact, an integration of these two key factors has often been related to affecting employees' efficiency and their turnover. On a more specific note, both the organizational and community dimensions of job embeddedness can be measured via three different components namely: link, fit, and sacrifice. Mitchell et al. (2001) in their study have uncovered that all the three components: link, fit and sacrifice of the organizational and community dimensions are significantly related to lower turnover intention.

A study by Wheeler, Harris, and Harvey (2010) that involved a population of 2000 alumni of a private Midwestern university, unveiled that employee's turnover intention had an inverse relationship with job embeddedness. The authors in their study ascertained the relationship between human resource management, job embeddedness and turnover intention and affirmed that as employees job embeddedness increased their intention to leave the organization decreased. Additionally, Varghese, S., and Kumar, J. (2017), in their study on job embeddedness and turnover intention involving educators in a higher educational institution, revealed that job embeddedness specifically the on-the-job (organizational) dimension which encompassed all the three components of fit, link, and sacrifice were significantly and inversely related to turnover intention. Thus, suggesting that the more these educators achieve the fit, link and sacrifice in their organization, the more embedded they would be towards their job, thus reducing the likelihood of them leaving. Consequently, Haiti, M. E., and Debora, E. P. (2018) in their study examined the mediating effect of each organizational-embeddedness component on the relationship between perceived career opportunities and turnover intention affirmed that the fit, link, and sacrifice components does mediate the

relationship perceived career opportunities and turnover intention. In a nutshell, it can be summed that all these three studies have collectively confirmed the presence of an inverse relationship between job embeddedness and turnover intention among employees of different job positions. What is more important is, these studies have suggested that an elevation in employees' job embeddedness through their organization, fit, link and sacrifice would result in a reduction in employees' turnover intention.

Past studies have revealed many determinants of turnover intention among Generation-Y employees. Mohamad Nizar, M.N. et al. (2017) in their study have established the presence of a significant relationship between work value, quality of the work-life, conducive, safe working environment, and turnover intention among Generation-Y employees. An investigation by Queiri and Dwaikat (2016) uncovered that an array of organizational related factors such as insufficient training for knowledge enhancement and skill development, lack of empowerment, weak organizational commitment, and poor career path planning have influenced Generation-Y's intention to quit their job. Additionally, in their study, Muhamad, K.O. and Nur Farah Syuhadah, M.R. (2017) showed perceived work environment and perceived work values have significantly affected Generation-Y's intention to leave their current place of employment. Findings from these studies pertaining to the drivers of turnover intention among Generation-Y has clearly reiterated the need for human resource practitioners to further dissect and uncover the exact nature of these drivers. Only then the necessary mitigation plans and actions can be instituted to minimize the turnover intention phenomenon among the Generation-Y employees.

In short, it can be summed that Generation-Y's turnover intention is driven by a wide range of organizational related factors. This study has contributed to the existing literature by establishing the influence of organizational job embeddedness (fit, link and sacrifice components) on Generation-Y employees' decision to voluntarily leave their current employment.

1.3 Background of Industry

Two local producers, namely Proton and Perodua, lead the Malaysian automotive industry. Through the implemented National Car Policy, both organizations have obtained significant support from the Malaysian government. In the mid-1980s, the introduction of the Heavy Industrial Policy witnessed a complete change in the nation's industrialization strategy which led the local automotive industry to gain substantive control over the industry.

Malaysia made history in 1983 when the nation's first national automotive project was inaugurated. This maiden automotive project was made possible through a joint venture initiative between PROTON, the Malaysian Heavy Industry Corporation (HICOM), Mitsubishi Motor Corporation (MMC), and the Japanese Mitsubishi Corporation (MC). This present association's objective was to use adjoining assets, defend the business to accomplish large scale economies for their operation and rejuvenate and revive the automotive sector collectively to become prominent all around the world (Wad, P and Govindaraju, VGRC, 2011).

PROTON worked with the United Kingdom to make new motors in the wake of dispatching the main public vehicle, Proton Saga. Proton framed an innovation collusion dependent on this joint activity, which gave the organization 80% power over the UK's Lotus. Proton could reposition itself to take an interest in the fare market as a specialty market player with the incorporation of Lotus designing and plan innovation to focus on the lively, top of the line portion.

From that point forward, a few vehicle models, for example, Proton Wira, Waja, Perdana, Field, Putra, Satria, Gen-2, Persona, Exora, Preve, Suprima, and all the more as of late, Iriz have been created by PROTON. In ensuring Proton by forcing exchange deters the homegrown market, the public authority had a traction. This saw imports being burdened as high as 300 percent. Nonetheless, as a feature of the AFTA deregulation bargain, those boundaries were wiped out toward the start of 2005 to make the car business more serious.

To improve its company's performance, Proton engaged in proactive measures, including establishing their cutting edge through a highly automated production facility capable of large production capacity annually. Sultana M. (2014) said in his review, Malaysia had gotten one of the biggest car markets with powerful development exercises. Perusahaan Otomobil Nasional Berhad (PROTON), Perusahaan Otomobil Kedua Nasional (PERODUA), Industry Otomotif Business (INOKOM) and Malaysia Truck and Transport (MTB) are currently the four National Automotive Projects. Other notable producers in Malaysia, includes Naza Auto Assembling Sdn Bhd (NAZA) and Honda Sdn Bhd. In addition, there are also other foreign brands that work to satisfy local needs and

market demand for example, BMW, Land Rover, and Renault, through Malaysia's local assembling and manufacturing plants.

As part of the government's mitigation plan to protect the national car projects and ensure continuous market growth, high taxes and duties were imposed on imported cars. This saw the selling price of some imported cars to increase by three-fold than their original price (Jawi et al., 2016).

Basing on well thought initiatives instituted by the government over the past few years, the Malaysian automotive sector has developed to emerge as one of the primary industries contributing to the country's economy, estimated at 4.2 percent of the total gross domestic product of the country (GDP). It is worth mentioning that the growth reported by the automotive sector was contributed by the collective growth achieved in many segments within the industry.

The Malaysia Automotive, Robotics and IoT Institute (MARii) reported in 2018 that automotive exports grew dramatically, hitting a record high of US\$ 2.9 billion in parts and component exports. Meanwhile, exports of vehicles bounced back from their 2017 downturn, for the first time breaking the US\$500,000 mark. Refurbished parts and components have also risen to US\$127.2 million, with an annual increase reported as of 2016. MARii too reported the emergence of a new automotive purchasing behavior among the Malaysian car buyers. Among the prevalent purchase decision criteria exhibited were mobility, energy efficiency, and vehicle safety. In tandem to this market trend and the growing consciousness on the need to engage in environment protection initiatives such as control on carbon

emission, the Energy-Efficient Vehicles (EEV) were introduced and penetration exceeded its 2018 target, reaching a record high of 62 percent. Consequently, with fluctuation in the global oil prices, Malaysian's at large have shown heightened interest in fuel saving and energy efficient vehicles. Basing on this trend, EEVs in Malaysia is forecast to reach 70 percent market penetration in 2019.

Key figures showed that the car business aims to position Malaysia as a primary competitor both regionally and globally. To date among the many segments thriving in the automotive industry the export of parts and components has performed best with export valued at US\$ 3.2 in 2019, up 7.7 percent from US\$ 2.9 billion a year ago, through a few activities and approaches converged by MITI and MARii. Parts and segments are zones inside the auto business where our producers and providers have a preferred position. The ministry has assumed an active role of establishing strong networks between Malaysian suppliers and global buyers. For instance, to investigate export potentials Perodua vendors were taken to Daihatsu in Japan to meet. Consequently, parts and segments are offered to the parent organization as well as Perodua.

Re-manufacturing is another field that has been distinguished to exhibit promising development potential. This entails refurbishing original parts or components or reconstructing them. MITI has adopted a positive strategy to build up a re-manufacturing sector. This is one field recorded as having potential development in Malaysia and regionally. MARii has grown enormous information via big data, applied the use of robotics and other advance technology that have collectively been the pillars of support for the Fourth Industrial Revolution in

technological innovation and talent development (Industry 4.0). The Industry 4.0 Academy for Technical and Vocational Education and Training (TVET) programs and qualifications at various levels from diploma until Masters will be put in place. To put it plainly, these foundations are basic parts of the National Automotive Policy (NAP) to drive the Malaysian auto industry further towards worldwide intensive competitiveness in a digital economy that needs fast transformation to technological changes (Yean, 2014).

Wad and Govindaraju (2011) have outlined a number of key focus prescribed by the NAP. They include:

- Further liberalization for automobiles in the local market.
- To evolve into a center for the production and export of high-value-added vehicles aimed at driving the inflow of FDI's.
- PROTON's collaborations through strategic alliance with leading automaker.
- Phase-out the issuance of authorization permits (APs) for importing CBU's by December 2015 and instead limited APs will be issued.

However, with the onset of the Covid-19 pandemic and its rapid spread nationwide the Malaysian car industry endured a hard hit. The government-imposed Movement Control Order (MCO) and Conditional Movement Control Order (CMCO) brought about the suspension of non-essential businesses, including display areas for vehicles. The outcome showed a decline in total industry volume (TIV) from 143,064 units in 2019 to 106,248 units or 25.61 percent. The business sales volume was negligible in April 2020, which in 2019 stood at 99% in the same

month. The Malaysian Automotive Association (MAA) has revised downwards its 2020 sales target from 607,000 units to only 400,000 units to consider the present circumstance. In the first quarter of 2020, Malaysia's brand of vehicles sales registered lower sales than sales performance in the first quarter of 2019. Statistics for the sales performance of leading automotive brands are as follows:

- Perodua experienced a 25.85% decline in sales to 44,977 units. However, market share dropped to 42.3 percent by a tenth of a percentage point.
- Proton attained an increase of about 20 percent to 21,757 from 18,281 units last year and declared an unprecedented revenue and market share increase from 12.8 percent to 20.4 percent.
- Seventh in place was Honda, with market share being 10.4 percent lower than in 2019.
- With only 10,415 units sold, Toyota reported a 24.1 percent sales decline, while market share rose to 9.8 percent.
- Nissan finished in the fifth position with an overall sales drop of 2,474 units, 46.83 percent compared to 5,166 units in 2019 (Noor & Hashim, 2020).

After the MCO, Malaysian Automotive Industry (MAA) attempted different initiatives to restore the automotive market. As per MAA Chief, Datuk Aishah Ahmad, the affiliation has sent a solicitation to the MOF (Ministry of Finance) and MITI. Among others, the MAA requested that the open market value (OMV) of a vehicle be estimated based on the previous practice that does not increase the duties levied on locally produced vehicles. In addition, the Federation of Motor and Credit Companies Association of Malaysia (FMCCAM) predicted that the trade-in vehicle

market will rise on as they firmly believe that the financial decline will make individuals be more careful with their spending and may resort to buy more pre-owned vehicles since they are less expensive.

To date, a main question that lingers in the mind of many is how long the Malaysian economy would take to attain full recovery. The nation's state of economy is critical and on a similar note the Malaysian automotive industry will need a strong drive from the government to rebound. In view of this evolvement, it is imperative that the industry should conservatively forecast a small rise in revenue especially with initiatives from the national bank on hire purchase moratorium from state and banking institutions. Reason being, it will take a much longer time for car buyers to recover their purchasing power.

Following a reduction in the economic constraints affiliated with the MCO, a resurgence is expected to happen. National carmaker Proton is hopeful about an upward sales pattern in the CMCO following the sales deal of 5,676 new vehicles clinched in May 2020. Proton's decision to continue with a number of promotional strategies from June 2020 with 0% first-year aid for the Proton X70 is expected to consistently boost the company's sales.

Perodua is additionally cheerful about the auto business' recuperation as the country's progressing endeavors to stifle the pandemic through social separating and private cleanliness will drive vehicle deals in Malaysia. For short, quick excursions out for family unit fundamental needs, the explanation behind close to home vehicle would turn out to be more basic.

1.4 Background of Company

Proton is the first automaker owned by Malaysia to be championed by Malaysia's National Automotive Enterprise. The company's operations began in 1983, where the technology and parts of Proton were built based on the models of Mitsubishi. With 50,000 units, their first model, the Proton Saga, was released in 1987. Eventually, with the Medium Volume Facility, next to the main plant, capacity increased to 230,000 units in 1997.

The company's original plant was constructed in Shah Alam in 1985, and the Tanjung Malim plant was later built in 2004 to support its expansion plan. Initially, through Khazanah Nasional, Proton was wholly owned by the Malaysian government. However, in 2012, DRB-HICOM acquired Proton. DRB-HICOM sold its Proton stake in 2017 to Geely Automotive Holdings, where the Chinese vehicle producer purchased 49.9 percent of Proton's equity. This led prompted a new team of governing body at Perusahaan Otomobil Nasional Sdn Bhd (PROTON)

Back then before Geely Automotive Holdings took over, Proton relies mainly on the homegrown market for most of its income and sales. Small quantities of Proton cars in Asia and the United Kingdom, and Australia are also exported to many other countries. By 2018, the business plans to reclaim a global presence of 500,000 annual revenues (Gilbert, J., 2013). The company is currently undergoing a transformation process to achieve its strategic aspirations namely to be number one in Malaysia and top 3 in ASEAN after having a turnaround in 2019 where they were able to return to profit. Proton's partnership with Geely is expected to revive

and refresh Proton's business and put the company back on track (Gomez et al., 2020). In January 2020, Proton declared that it would export 4,000 vehicles by the end of the year and with an additional 2,000 vehicles if government incentives were offered (Zahra et al., 2020).

Currently PROTON has four subsidiaries specifically, Miyazu (M) Sdn Bhd., ACE Sdn Bhd., Proton Parts Center Sdn Bhd., and its distributing arm; Proton Edar Sdn Bhd. Since 2009, the distribution of PROTON cars is being made by Edaran Otomobil Nasional (EON) and Proton Edar Sdn Bhd (PESB), where EON was a subsidiary of DRB-HICOM. Nonetheless, EON and Proton Edar merged at the end of 2012, following an internal restructuring within the group. The consolidation that took place towards the end of 2012 included the sale, transition, and assignment to Proton Edar of rights, title, and interest in all properties, liabilities, and staff in the Proton company. This merger also involves Proton Edar Sdn Bhd's purchase by EON Assets Sdn Bhd and Automotive Conversion Engineering Sdn Bhd.

Proton's internal reorganization initiative predominantly focused on achieving greater operating performance, optimal cost savings and ultimately increase the group's potential earnings. It will also ensure that a strategic plan to achieve performance excellence in delivery, logistics, and after-sales support is implemented more efficiently. This reorganization would enable the company to leverage on its workforce the specialized expertise available in the company, thereby allowing them to strengthen their service offerings to the automotive stakeholders as part of their commitment to enhancing Proton (Doner & Wad, 2014)

As the Malaysian auto industry becomes highly competitive and evolves to be a main economic contributor, it is a challenge to retain the needful human resource expertise. Literature has revealed several reasons responsible to drive turnover intention and eventually, employee turnover. While job embeddedness has been studied to influence workers' turnover intention, they concentrate primarily on the overall organizational dimension. However, this research will concentrate separately on the fit, link, and sacrifice components of organizational dimension of job embeddedness and discover their effect on the turnover intention of Generation-Y employees at PESB. As Generation-Y makes up almost one-third of PESB's workforce, it can be catastrophic in the event they leave the firm in large numbers and more so today Malaysia faces a shortage of good talent (Downe et al., 2012).

1.5 Problem Statement

The automotive industry in Malaysia has grown to become one of the primary industries contributing to its economy. Since the National Automotive Policy (NAP) is aligned with critical infrastructure, the Malaysian automotive industry is expected to improve global competitiveness in the digital economy.

As one of PROTON's main subsidiaries, Proton Edar Sdn Bhd (PESB) has initiated strategic initiatives to achieve excellence in distribution, logistics, and after-sales service performance. In recognizing this, as part of its dedication to enhancing Proton, the organization needs to utilize specialist skills in the company by consolidating its staff to boost its service offerings to the automotive stakeholders.

However, Generation-Y constitutes two-thirds of PESB's workforce. In Malaysia, Generation-Y is characterized by frequent job shifts, discontent with wages and marginal benefits, a strong drive towards work-life balance, weak employer participation, and are on a constant lookout for alternative employment.

In Malaysia and elsewhere in the Asia-Pacific region, Generation-Y employees have been identified as the generation with the shortest work tenure compared to other generations such as Generation-X as well as baby boomers) (Grunsvan and Veos, 2016). The turnover of Generation-Y can become problematic and lead to a lack of talent. According to Rahman and Nas (2013), an intention to leave would be identified before deciding to leave a job and organization.

This is natural human behavior, as people willingly leave the company without any coercion or directive. Turnover intention is when a person thinks about staying or leaving the company (Gulsah, 2014). Turnover intention is a metric for recognizing the reasons to leave the company before workers choose to stay or leave (Harhara, 2015). Management also views turnover intention among employees seriously, as this withdrawal activity is harmful to an organization. Among other things, replacement costs and job disruption may affect the competitiveness, efficiency, and potential sustainability of PESB as a key channel to distribute the national car Proton.

Review of literature on employee's intention to leave their organization have deliberated on a variety of factors as those potentially driving employee's turnover intention. However, literature surrounding the drivers of turnover intention

among Generation-Y is still rather under explored, especially in the Malaysian automotive industry. Among drivers that have been understudy, is the crucial role of on-the-job or organizational job embeddedness in defining the connection to turnover intention (Agarwal, 2017).

Based on this hypothesis, it is imperative to investigate the core factors that drive employees to leave their organizations in the context of job embeddedness (Mitchell et al., 2001; Shehawy et al., 2018). An improved understanding of the relationship between job embeddedness and employee turnover intention would enable organizations to resolve the issue of turnover intention in the context (Karatepe & Vatankhah, 2014) and institute viable initiatives to boost integration into the private sector's distributive trade, in which PESB is involved.

To better understand job embeddedness from work-related influences, most studies on job embeddedness have addressed the organizational (on-the-job) dimension. However, only a handful of these studies have examined the three key components namely, link, fit and sacrifice separately, to ascertain the different impact each may have on employees' turnover intention. In fact, much can be learned from the analysis of these components separately (i.e., link, fit, and sacrifice) that could enable scholars to analyze more detailed profiles and apply the profile to examine job embeddedness dimensions patterns of responses and associations.

Recent scholars have proposed many forms of embeddedness and analyze other than just the turnover criteria. While such innovative and creative pursuits are

useful, there are still some reservations attached to them. The explanation is that these proposals have not incorporated the appropriate theoretical framework that follow these new concepts. Therefore, without adequate efforts to contain the theories underpinning them, further replication and expansion of the critical ideas is more significant than spreading job embeddedness to other venues.

Therefore, the focus of this study is to analyze the relationship between the organizational dimension of links, fit, and sacrifice measures among PESB's Generation-Y workers. An extension of such a study on job embeddedness and turnover intention among Generation-Y involved in distributive trade will add to job embeddedness literature's richness.

Addressing on-the-job dimension of job embeddedness will help to elevate Generation-Y's organizational dedication to PESB, a private sector determined to reduce the turnover intention of their employees. In a developing nation like Malaysia, such literature will promote Generation-Y's talent management.

1.6 Research Question

This study addressed the following research questions.

1. Is there a relationship between the organization-fit component of job embeddedness and turnover intention among Generation-Y employees at PESB?

2. Is there a relationship between the organization-link component of job embeddedness and turnover intention among Generation-Y employees at PESB?
3. Is there a relationship between the organization-sacrifice component of job embeddedness and turnover intention among Generation-Y employees at PESB?

1.7 Research Objective

The following research objectives were addressed by this study:

1. To ascertain the relationship between organization-fit component of job embeddedness and turnover intention among Generation-Y employees at PESB.
2. To determine the relationship between organization- link component job embeddedness and turnover intention among Generation-Y employees at PESB.
3. To examine the relationship between organization- sacrifice component of job embeddedness and turnover intention among Generation-Y employees at PESB.

1.8 Scope of Study

This research focused specifically on the organization dimension of job embeddedness and their three key components, comprising of link, fit, and sacrifice which could possibly influence the turnover intention of the Generation-Y

employees in PESB. The dependent variable of the study is voluntary turnover intention. This study singled one group of employees namely the Generation-Y employees currently employed at Proton Edar Sdn. Bhd., whose headquarters is based in Subang Jaya as this generation of employees make up a sizable one-third of its workforce.

1.9 Significance of Study

This study will significantly contribute to PESB and the Malaysian automotive industry at large, from the following perspectives:

- 1.9.1 Ascertain the separate effect of link, fit, and sacrifice components of organizational (on-the-job) job embeddedness dimensions on Generation-Y's organizational commitment that could possibly lead to lowering their turnover intention.
- 1.9.2 Provides the human resource management at PESB an in-depth understanding on how the Generation-Y employees is embedded to their job, which in turn can assist in the effective design and implementation of job embeddedness-based retention strategies.
- 1.9.3 Promote the understanding of Generation-Y's role at their workplace to facilitate policymakers' design of strategies and practices to encourage Generation-Y to stay for more extended periods at PESB.
- 1.9.4 Enhance PESB's focus on organizational job embeddedness components in their strategies to nurturing and embed Generation-Y employees into the organization in time to come.

1.10 Limitations of Study

Throughout the conduct of this study, some limitations were encountered. Among others are, limited information on PESB and the Generation-Y employees were made accessible for the consumption in the public domain as much information were classified as confidential by the Human Resource Division of Proton Edar Sdn. Bhd. (PESB). In addition, it was challenging to get the cooperation of the Generation-Y employees to fill-up the questionnaires during data collection for this study. Many were tied-up with their job routine and some may not see the immediate "value" of providing feedback on their job embeddedness and turnover intention during their stay at PESB. There is a possibility that some may treat their intention to leave and job embeddedness at PESB as "private and confidential" and hence do not wish to discuss them with external parties.

1.11 Definition of Key Terms

Generation-Y:	Currently employed individual employees at PESB who are born between 1980 and 2000.
Turnover Intention:	Turnover intention is an employee's formed intention or uncertainty to quit or stay with their current job at PESB (Gulsah, 2014).
Job Embeddedness:	Job embeddedness is an employee's state of mind that influenced their decision to stay with an organization

due to organizational factors, measured through the link, fit and sacrifice components (Robinson et al., 2014)

Organization-fit: The degree to which an employee's values, career goals, and plans fit with the organization's culture, professional job, and career realities (Ghosh, D. & Gurunathan, L. 2014).

Organization-link: Comprises of both formal and informal connections and support from employees and colleagues, workgroups, supervisors and the organization in total (Ghosh, D. & Gurunathan, L. 2014).

Organization- sacrifice: The sacrifices an employee will make if they leave an organization, such as costs of leaving the organization, giving up colleagues, perks, projects, benefits, job stability, and career advancement (Ghosh, D. & Gurunathan, L. 2014).

CHAPTER 2

REVIEW OF LITERATURE

2.1 Chapter Introduction

This chapter focused on literature pertaining to Generation-Y and the theory of job embeddedness. The criterion variable being turnover intention is the centerpiece of the study and the predictor variables included three components of the organizational dimension of job embeddedness namely link, fit and sacrifice. Consequently, a theoretical framework that formed the basis of this study was designed based on the theory of job embeddedness and the related literature examined.

2.2 Generation-Y

The Generational Theory has identified generational variations. According to Mannheim (1952), in terms of their geographic position, economic status, and socio-cultural values, the generational theory suggests that each generation is different. Along these lines, their style of thinking, qualities and value system would be extraordinary, all of which would impact their relationship with their job as well as job of others. There is still a lack of comprehension of their employer-employee expectations and how employees and employers relate to one another as co-workers in their work environment especially among the various generations of employees and employers (Dencker Lub, Bal, Blomme, & Schalk, 2016).

The most recent generation joining and constituting a significant proportion of the workforce is Generation-Y. This age group's general agreement is for those born between 1980 and 2000 (Fry, 2015). Generation-Y is characterized by strong dependency of internet usage and engages well with multitasking. They are very data-driven and pursue information on an ongoing basis to keep updated during the day. Generation-Y is goal-oriented and strongly motivated towards learning and progress. They were brought up believing that they should reach out for the sky and everything they considered to be (Koco, 2006).

In a demanding and stimulating work environment, Generation-Y often strives to work. The Generation-Y category is distinct as most workers pursue extrinsic incentives because they enjoy exciting work that can provide them with a high sense of achievement (Wray-Lake, Syvertsen, Briddell, Osgood, & Flanagan 2011).

Wong, Gardiner, Lang, and Coulon (2008) strongly upholds the idea that Generation-Y is highly driven and enjoy work that poses challenging goals, duties, roles and responsibilities. Recent studies have shown that Generation-Y emphasizes career advancement, and generations achieve career advancement (Wong et al., 2008).

In many organizations, employee turnover is an ongoing concern especially if the percentage of turnover demonstrated an increasing trend annually, and in-comparison to the industry average. The younger generation of employees joining the workforce, namely Generation-Y have captured a lot of attention and raised

serious concerns among human resource manager's (Yusoff, 2013) as they are often profiled by numerous negative characteristics. This is especially so within the Far East region, and Malaysia is no exception. In fact, research findings have documented that that Generation-Y workers in the Far East region have recorded the shortest duration of employment in comparison to other generation of employees (Sheahan (2008). On the average, the work tenure of different generations of workers stood at four years as a basis for comparison, while those of Generation-Y averaged eighteen months.

Organizations whose staff consists mainly of workers among Generation-Y are concerned with their increased work mobility. The implications that come with such mobility is the heighten operational cost both financial, non-financial and a decline in organizational performance. This has raised grave concerns among organizations faced with a high employee turnover rate.

At the national level, as mobility among the Generation-Y employees increases, there is a strong possibility of it retarding the growth of the nation's economic growth. Statistics on the Malaysian population have shown that even the youngest Malaysian workers have immigrated to neighboring nations. In addition, it is estimated that approximately three hundred thousand Generation-Y workers have been reported to have migrated to different countries. From these numbers, 62% have made their way to Singapore and Australia. Once upon a time, a sizable number of these were working in Malaysian firms (Choong et al., 2013). With such a mass exit of this young, vibrant workers that the country really needs will contribute to a slowdown in the nation's long-term economic growth since they

constitute about half of the nation's total workforce (Malaysian Statistical Department, 2011).

As a developing country with the hope of realizing the status of an industrialized nation by 2020 Malaysia faces a shortage of talent, a rise in Generation-Y workers' turnover has become a challenge confronting many organizations and this calls for speedy mitigation plans to minimize them (Downe et al., 2012). In recent years, the severity of this issue has been evident in the absence of skilled applicants who lack the requisite technical skills, where it has been a problem to fill several vacancies (Manpower, 2012).

With such a scarcity situation, HR management have to formulate creative, innovative and attractive retention programs and plan to sustain their skilled workers. Given the attrition of Generation-Y workers, with its adverse effects on organizational performance and the country's economy, HR managers have tried to minimize this problem based on their experience.

Generation-Y employees' desire to leave was attributed to several reasons, all of which were not substantiated by literature or empirical findings. Economics, culture, and inappropriate organizational practices are among the frequently cited factors. Economic factor has drawn a lot of attention and can be broadly defined to incorporate compensation both financial as well as non-financial rewards, and the availability of alternative employment where the job description and compensation offered is much more attractive. There is a strong belief among the masses that Generation-Y workers tend to be disloyal to their company and would never hesitate

to move out if they are offered a job package they define as better than their current one. Literature has suggested that Generation-Y employees choose to focus on a specific desire, close to their hearts at the workplace. With this new aspiration charting and directing their attitudes and workplace behavior, providing a job with a good balance of their private or family life with work-life would accentuate their perception of fitting well into the organization (Fry, 2015).

This research hopes to offer insights that will promote a better understanding on Generation-Y workers' intention to leave their job, with particular emphasis on their job embeddedness. The findings of this study would make it possible to plan and incorporate more workable and specific human resource approaches to retain the Generation-Y employees.

2.3 Generation-Y and Job Embeddedness

The entrance of a new generation into the workforce of an organization has also raised many concerns about how it will change the workforce dynamics (Ferri-Reed, 2014). The most diversified, forward-thinking, and techno-savvy generation has been perceived as Generation-Y. Generation-Y, enveloped with these characteristics, has proved to be a difficult generation of workers to handle and will require the use of innovative and inventive ways of handling them.

For Generation-Y workers, a rigid by the book approach and formal management style may not be suitable, nor compatible to be accepted (Korn and Feintzeig, 2014). It is also well documented in literature that Generation-Y often

cultivate a productive, good, and close relationship with their bosses. This being the case establishing a ridged, formal relationship between a superior and subordinate will not yield a fruitful relationship with their bosses. Nonetheless, in the absence of this formality between an employee and superior is often interpreted as a sign of disrespect towards their bosses by millennial employees.

Generation-Y stereotyping is also prevalent, especially concerning their relationship with their bosses. Literature has postulated that Generation-Y workers have often demonstrated disapproval and are taken aback with conventional management approaches or techniques, which in turn has contributed to high turnover rates. The creation and implementation of effective mechanisms to address these assumptions and lower attrition rates that many businesses are currently experiencing with their Generation-Y workers are key challenges facing organizations today.

Holtom, B.C. & Inderrieden, E.J. (2006) reported that workers have a set of ties that cover various aspects of their lives. Employees engaged in multiple tasks, duties, and relationships related to work are perceived as more embedded into their job and vice versa. The basic thrust of the job embeddedness theory explains that the connectedness developed by an employee towards their organization depends on three components of the organizational dimension of job embeddedness, namely link, fit, and sacrifice they have nurtured with their organization. When employees experience a strong impact of job embeddedness, there would be a strong sense of fulfilment towards the organization, which will result in their loyalty and dedication

to their company. Their strong sense of embeddedness towards their organization would deter them from leaving.

Empirical studies have suggested that the characteristics of job embeddedness have predicted employee turnover intention and eventual real turnover. Studies have also found that if job embeddedness among staff is enhanced, voluntary turnover intention can be markedly reduced (Chan et al., 2019). On this basis, ongoing initiatives should be implemented and monitored to minimize reasons that may potentially cause Generation-Y employees to decide to leave an organization in their job embeddedness context.

There is still insufficient diverse understanding in the contexts of job embeddedness approaches. Thus, the pursuance an ongoing study will enable organizations to heighten Generation-Y's integration level in the automotive distribution trade by enhancing job embeddedness practices for this very demanding community of employees.

2.4 Underpinning Theory

Mitchell, T.R., Holtom, B.C., Lee, T.W., Sablinskt, C.J., and Erez, M. originally conceptualized the job embeddedness theory (2001). According to the authors, basing on this theory, employees have many interactions within their organization and community dimensions) through the link, fit and sacrifice components. An employee feels wholly integrated with both their technical and social world through all these components and dimensions. For this purpose, when

moving into a new job or company, an employee would not want to risk or sacrifice certain ties and connections. The theory postulates that their colleagues, family, and acquaintances are important for influencing an employee's job and group relations.

The organizational and community integration of an employee would rely on their values, career goals, expertise and skills, organizational culture, job requirements and overall general factors such as climate conditions, religious beliefs and entertainment activities (Zhang, M., Fried, D.D. and Griffith, R.W., 2012). The job embeddedness theory too postulates that when employee's perceives' having to confront a situation of losses or sacrifices, include having to give-up close friends, exciting tasks, desirable job perks, convenient travel, decent daycare, and membership of the local club, their intention to leave may be jeopardized. Therefore, the job embeddedness theory concludes that an employee with a clear sense of incorporation into their professional and social setting will demonstrate a strong tendency to remains in their current role. By way of contrast, if this feeling of embeddedness is missing, turnover intention appeals may be elevated in employees which may in turn prompt their turnover.

2.5 Turnover Intention

One of the most studied aspects of organizational behavior has been employee turnover (Price, 2001). The importance of uncovering the multitude of turnover intention causes has been recognized by most studies done, as it is complex. The employee turnover phenomenon has attracted the attention of many human resource practitioners because of numerous reasons. Among others is, it's

concern with employee's state of mind domain, how much of value an organization bestows on their employees are central to ascertain the competitiveness of a company and the economic dimension of employee turnover implies an array of cost ranging from recruiting, acquisition, training and compensating new talents. Therefore, by growing their awareness of the measures instituted in a company to address staff intentions or attrition, human resource managers need to consistently remain vigilant.

Human resource managers must recognize that they carry a new mindset towards work, family issues, and transparency as the generation of workers making up a company's workforce shifts. Today's people specifically Generation-Y are very attached to their families, and their family well-being is a major duty and concern for them. As critical as their role at the office is, their family is no less important. The moment they feel that an organization's requirements limit their devotion to their families, disappointment will set in. This in itself will trigger their intention to leave their current job as well as organization. In fact, this seems to be one of the overriding reasons why Gen-Y employees tend to compromise on loyalty towards their job and organization and readily engage in job hopping.

Gen-Y employees are also continually searching to secure better job opportunities and benefits for themselves and their families, in addition to a deep desire to balance work and family life (Thwala et al., 2012). To balance their work-life, human resource management has instituted daycare programs, job co-sharing, parental leave, flexitime, training, and job rotation. Parallel to the rise in cost and standard of living, the compensation package and fringe benefits have been

regularly reviewed to ensure their competitiveness for a similar job done elsewhere. With their economic survival becoming a top priority, Gen-Y tend to follow lifestyles that are meaningful and much easier to adhere to. In view of this it is equally important to handle and inspire workers on a similar platform. In reciprocating to this new and challenging norm, it is critical that human resource practitioners adopt more fluid approaches in managing Gen-Y employees.

Employee turnover has always been an issue plaguing many organizations in varying magnitudes. However, there are some organizations who are confronted by a high turnover rate, to the detriment of the organization. Employees turnover rate can be defined as the rate at which staffs move in and out of an organization on a voluntarily basis or on their own free will (Upadhyaya et al., 2013). Turnover was also described by Alsoe and Sebastian (2014) as workers voluntarily leaving their workplace and quitting their employment. Upadhyaya et al. (2013) added two types of employee turnover: voluntary or involuntary turnover. Rationally, an employee who leaves their own will to the company is considered a voluntary turnover. Employee termination is known as forced turnover for different reasons.

This study has conceptualized the criterion variable as turnover intention. Suleiman Al-Battat and Mat Som (2013) have discovered that turnover intent is the preliminary stage right before the action of actual turnover taking place. What is obvious is that actual turnover is explicit in nature while turnover intention on the other hand is rather implicit characteristically. In addition, Alam & Mohammad (2013) in their study defined turnover intention as the key determinant of an employee's actual action or decision to voluntarily leave an organization. This

interim stage is therefore perceived to pose as an excellent opportunity for a company to mitigate their employee's decision just before they leave their job. More so they also note that the turnover intention analysis is necessary since it can assess the factors leading to their turnover to see whether internal or external factors trigger the cause of the turnover. Long et al. (2012) suggested that the high turnover rate could delay and derail the achievement of an organization's predetermined goals and objectives, decreasing market competitiveness, and threaten their long-term survival.

Moving on, the effect of turnover can be classified into functional and dysfunctional, according to Upadhyaya et al. (2013). On a more positive note, turnover itself may introduce new workers into the company on a more practical mode. This could better prepare them for their job and with their vast working experiences and new ideas that can collectively boost the efficiency of the organization. By way of contrast, an excessive turnover rate can breed an insecure workforce which could possibly increase human resources' cost, places employees in a chaotic situation, which may ultimately contribute to dilute the organization's effectiveness.

It is public knowledge that a high turnover rate in any organization will result in both direct and indirect expenses that must be borne and paid by the company. The cost of selection, recruiting, orientation, and training of new workers is a direct cost. The indirect costs would include learning costs, lowered morale, current workers' strain, and social capital loss. In short, as turnover rates increase, the resulting costs harm the bottom line of an enterprise and the even more

significant loss of valuable information and expertise, and eventually the loss of productivity.

Notwithstanding the negative scenarios surrounding turnover intention among Generation-Y, as expressed earlier, it is critical that human resource managers carefully managed their workforce especially the Gen-Y employees before it slips into a crisis state and causes tremendous harm detrimental to the company including decreasing revenue (Tariq and Ahmed, 2014). He further advocated that there is a pressing need to uncover a complete range of factors to better understand Gen-Y employees turnover's phenomena. Among the factors that have researched and established are the working environment, assignments, roles, and duties delegated by their supervisors to employees. Employees tasked with different positions, responsibilities, and relationships related to work can be more job-embedded and vice versa

The job embeddedness theory advocates that three elements depend on how connected an employee feels to their organization, namely link, fit, and sacrifice components of the organizational dimension of job embeddedness. When employees experience a strong impact of job embeddedness, their sense of fulfilment tend to be high, resulting in their loyalty and dedication to their company, hence minimizing the need to leave.

2.6 Job Embeddedness (JE)

In 2001, a new conceptual framework called job embeddedness was introduced by Mitchell et al. (2001), an activity that would cause an employee to become part of their organization. Job embeddedness is a state of mind of employees that drives them to stay in an organization due to numerous factors. Typically, job embeddedness studies have focused on explaining why people stay at their jobs. Employers could apply insights on job embeddedness to strengthen the integration and propensity of employees to stay.

Job embeddedness encompasses two aspects or dimensions, namely organization, and community. These two dimensions focused on describing the extent to which an individual is connected to the organization, community as well as other individuals and activities in the organization and community itself. There are three elements or notably known as components in each dimension: link, fit, and sacrifice. With three components each in the organizational and community dimension, has given rise to a total of six job embeddedness components, as depicted in Table 2.1 below:

Table 2.1
Organization and Community Job Embeddedness Components

Components	Fit	Link	Sacrifice
Organization Dimension	Organization-Fit	Organization-Link	Organization-Sacrifice
Community Dimension	Community-Fit	Community-Link	Community-Sacrifice

However, this study's focus will only include the organizational (on-the-job) dimension of the job embeddedness theory. The specific context of this study explicitly includes a new generational profile, namely Generation-Y, engaged in distributive trade. Generation-Y is a generation characterized by an array of work-related traits in the organization. As such the organization dimension of job embeddedness has included the link, fit, and sacrifice components as they are deemed timely and appropriate in the context of this study.

2.6.1 Organization Dimension of Job Embeddedness: Fit

Fit can be seen as the extent to which an employee's personal values, job objectives and career plans fits well with their organization's work culture and professional realities. The magnitude of fit is perceived to be stronger when employees develop a strong sense of compatibility and finds good comfort in their organization and work environment (Debjani, G, and Gurunathan, L., 2015). In short, the more compatible an employee's personal opinions, values and goals are to those indoctrinated by their organization, the greater will be their sense of fit with the organization. In the presence of this state, employees too would be enveloped

by a strong sense of personal inclusion into the organization (Mitchell et al., 2001). When employees are given the liberty to carry out work that they believe in, it is possible to measure their fit to the organization as an employee. The clearer a company demonstrates their appreciation towards their employee's contributions and provides all the necessary platform to enable them to concentrate on activities they are good at, will ultimately drive them to achieve their goals based on projects assigned to them.

The organization-fit aspect focuses on examining how well employees perceive themselves as sharing similar interests, beliefs, and characteristics with their employer and co-workers. The better and stronger the fit is with their employers and co-workers, the greater is the probability that the employee will stay.

Review of literature have uncovered two studies that supported the fit-organization theory. According to O'Reilly, Chatman, and Caldwell (1991) misfits tend to leave their organization faster than those who experience a good fit with their organization. Mitchell et al. (2001) revealed that workers are drawn to jobs where they are able to share their personal goals and values. Employees can be said to have attained an organization fit, if they have acquired the needful job knowledge and skills that are strongly desired by the organization to perform successfully (Mitchell et al., 2001). Furthermore, the choice of approach an organization adopts in inducting employees into their organization can positively contribute to their job integration and henceforth decrease employee turnover (Allen, 2006). In short, organizations who adopt formal employee socialization processes, mentoring programs, and new-employee orientations, can help to nurture, and ingrain

organizational fitness. Human resource professionals too can actively promote organizational fit, by instituting policies that encourage employees to join professional bodies and attend related professional courses for their self-development.

2.6.2 Organization Dimension of Job Embeddedness: Link

Link constitutes the formal and informal linkage between employees, and colleagues, workgroups, managers, and the company in general (Debjani, G, and Gurunathan, L., 2015). Connections that employees have developed can affect their decision-making process. The more group ties or the better connection form between workgroups, the more strongly embedded people can become.

Employees who are well-linked to projects and colleagues and have a strong management partnership are more integrated into their organization (Imran, A.S., Tamas, C., Umair, A., Amit, Y. and Hassan, R., 2020). Links can be established through numerous demographic factors such as age, marital status, years of service, hobbies/interests, church-related activities, and community group membership in the form of social, psychological, or financial links.

The relative importance of each of the factors listed earlier, however, can vary by population. Employees too, may be under pressure from several powers to stay in their jobs. Among these stresses that can come into force can involve their own family members, co-workers, members at work, or other individuals in the organization. By way of contrast, in the absence of marital or parental obligations

or positive working relationships employees are less likely to remain loyal to their organization.

Human resource development personnel directly influence human resource policies to improve organizational links rather than community links, as prescribed by the organization dimension of job embeddedness. Organizational-link would involve the manifestation of an employee's relationships with co-workers, workgroup members, and others at the most fundamental level. These presence as well as strength of these work relationships may in turn have a positive and negative effect on an employee's personal embeddedness and intention to leave their organization or job.

The organization-link component focuses on strengthened relationships between individuals in an organization that can eventually increase an employee's intention to continue their employment in the said organization. Mitchell et al. (2001) applied the organization-link perspective to produce answers to questions within their organization about the number of co-workers, teams, and committees, in which an employee might be involved. The more employees are engaged with their co-workers, departments, and boards, the more they are integrated with the company.

Employee's age, membership in professional associations, and employee's tenure are other avenues available to establish an organizational-link. Besides these, additional links that could be championed by human resource development personnel includes a more comprehensive compensation package, assistance for

employee pursuing their education at various levels, on-site childcare, and paid opportunities for professional advancement.

2.6.3 Organization Dimension of Job Embeddedness: Sacrifice

The third component of organizational dimension of embeddedness is sacrifice. Here, sacrifice refers to the physical possession and state of mind privileges that an employee would forgo if they left the company at any given time. If the sacrifice employees have to make is ideal, an employee would have more trouble quitting their job (1998: Shaw, Delery, Jenkins, & Gupta).

Organizational-sacrifice component can take many forms. For an employee, it might be possible to find a job with a comparable salary and fringe benefits. In contrast, there are also many less obvious organizational-sacrifice that would be taken into account by workers, including the potential expense of quitting the company, including leaving friends, giving up rewards, tasks, benefits, job security, and career development. New pension and benefit limits, or some benefits that may be non-portable or readily transferable to a new organization from their existing organization, may occur.

In short, organizational-sacrifice can be wide ranging to include matters such as forfeiture of health and retirement benefits, excellent co-worker relationships, educational benefits, promotion opportunities, close proximity from home to the workplace and even a loss of job in a stable organization. As such human resource personnel should take on the role of offering and promoting

affordable, broad-based employee benefit packages. Another human resource approach is to provide employees who want to stay in an organization with earned benefits, such as time-based promotion and the privilege to choose one's own workspace. All these advantages will be lost forever if an employee leaves their organization (Mitchell et al., 2001)

2.7 Research Framework

The theoretical framework adopted demonstrates the relationship between the organizational dimension of job embeddedness comprising of three key components namely fit, link, and sacrifice (independent variables) and Generation-Y employees' turnover intention (dependent variable) at Proton Edar Sdn. Bhd. (Figure 2.1).

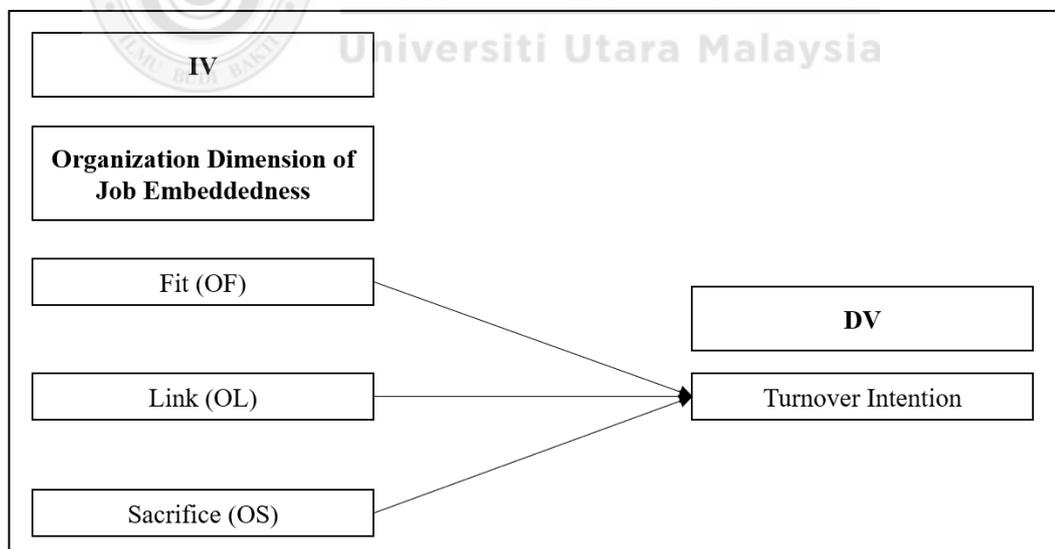


Figure 2.1
Theoretical framework of the study

2.8 Research Hypotheses

Below are the research hypotheses formulated and tested to simultaneously answer the constructed research questions as well as research objectives set out in this study.

- H1 : The fit-component of organization dimension of job embeddedness is significantly related to turnover intention among Generation-Y employees at PESB.
- H2 : The link-component of organization dimension of job embeddedness is significantly related to turnover intention among Generation-Y employees at PESB.
- H3 : The sacrifice-component of organization dimension of job embeddedness is significantly related to turnover intention among Generation-Y employees at PESB.

CHAPTER 3

METHODOLOGY FOR RESEARCH

3.1 Chapter Objective

Key aspects of research methodology adopted by this study is outlined in this chapter. Among them included the choice of research design, sampling design adopted, research instrument used in the study, operationalization of the dependent and independent variables, primary and secondary data sources solicited, and choice of statistical analysis employed by the study.

3.2 Design for Research

This study adopted a research design plan which addressed several key decisions. Among them are the purpose of the study conducted, type of study carried out, the extent of researcher interference involved in the research process unit of analysis for the study, and time horizon engaged for data collection for this study.

3.2.1 Study Purpose

This is a descriptive study that examined the relationship between organizational dimension of job embeddedness and turnover intention among Generation-Y employees at PESB. On a more specific note, the study examined the

extent of influence the fit, link, and sacrifice components of the organization dimension of job embeddedness have had on the turnover intention of Gen-Y employees at PESB.

3.2.2 Study Type

This is a correlational study that examined the level of association present between the fit, link, and sacrifice components of the organization dimension of job embeddedness and Generation-Y employees' turnover intention at PESB.

3.2.3 Extent of Researcher Interference

The questionnaire's distribution was carried out in the natural working environment of Generation-Y staff at PESB headquarters based in Subang Jaya. As employees continued with their total work routine, there was very minimal interference with their workflow from the researchers when questionnaires were distributed to them. As the questionnaires were dropped off to the respondents personally by the researcher, it ensured minimal interference with their normal work activities.

3.2.4 Unit of Analysis

The unit of analysis in this study were individual employees who matched the operational definition of Generation-Y adopted by this study and are currently

working at PESB. In addition, the response solicited from each individual employee was treated as a unique data.

3.2.5 Time Horizon

The time horizon of this study entailed a single cross-sectional approach. As such data for the study's need was collected once over two-and-a-half-weeks between 25 October 2020 to 13 November 2020.

3.3 Sampling Design Plan

3.3.1 Population of Study

The population of a study would include the entire group of people, events or matters of interest to the researcher. The population in actuality is the group that the researcher has identified from whom the needful information is required and hence will be solicited (Banerjee and Chaudury, 2010). In the context of PESB, the total employee population at the point where the study was commissioned was 610. From this total 160 matched the operational definition of Generation-Y employees adopted by this study and hence constituted the final study population.

3.3.2 Size of Sample

According to Sekaran (2013) the sample of a study would comprises of subjects that would be selected to make-up the study sample. In short, they would constitute the fraction or subset of the population. This study's appropriate sample size for this study is 113. This is based on a population size of 160 Generation-Y employees at PESB as calculated by the table of sample size based on population size by Krejcie and Morgan (1970). However, an additional 10% of 113 employees was topped-up in the event of questionnaires not returned or incomplete, bringing the final total to 124 of the study's questionnaires that were distributed.

3.3.3 Sampling Technique

Selection of respondents for research can be done with the use of either the probability sampling or non-probability sampling techniques. In this study the probability sampling technique, namely simple random sampling was used to select the study respondents. Simple random sampling was used to ensure that each Generation-Y employee's at PESB have a known and equal chance of being chosen as the study sample. In doing so, the bias in respondent selection can be reduced. The listing of all Generation-Y staff's made-up the total sampling frame from which the study respondents were chosen. With the aid of a table of random numbers the simple random sampling technique was applied to select the Generation-Y respondents from the sampling frame (Appendix A).

3.4 Research Instrumentation

All primary data in this study were collected through the survey approach to answer the outlined research objectives. In implementing the survey approach mentioned earlier, the self-administered questionnaire was used. The questionnaire for this study was structured into five sections namely Section A, B, C, D and E.

Section A focused on soliciting the most basic information that is data on the demographic profile of Generation-Y employees at PESB. In contrast, the rest of the sections, namely Sections B, C, D and E concentrated on questions relating to the study's dependent and three independent variables. In particular, section B focused on questions surrounding the criterion variable, whereas Section C, D and E addressed questions on each of the three predictor variables of the study. Each section here was dedicated to measure one predictor variable at a time (Appendix B).

3.4.1. Scaling Technique

To ensure a more balanced and less biased responses are secured from the study respondents, the questionnaire for this study used a 5-point Likert scale. This scaling technique determined the level of agreement or disagreement on the elements used as measures to each study variable. The interpretation of the anchors used in the scale are as follows: 1-strongly disagree, 2- disagree, 3-neutral, 4-agree and 5-strongly agree. This was also the sequence how the five-point scale was placed in the study's questionnaire.

3.5 Fieldwork for Data Collection

After discussion with management of PESB, it was consented that the drop-off method was used to distribute the questionnaires to PESB's Generation-Y staffs. PESB comprised of several functional areas or departments namely Network Planning and Development, Sales, After Sales, Marketing, Corporate Sales and Used Car Management. To minimize interference with respondent's work routine the timing of distribution was done prior to lunch break or before their working day ends.

Once the respondents were identified with the aid of a table of random numbers and sampling frame, the questionnaire was dropped off to them at the convenience and personally by the researcher. It is to be noted that respondent's availability and willingness to participate in the study, were also taken into account in their selection as respondents for this study. Their Generation-Y status was confirmed via the use of a filtering question which was the year they were born.

The questionnaires distributed were personally collected from the respondents on the average after 3-5 working days. A maximum of three follow-ups were done after five days for those questionnaires not returned. To clarify questions that were unclear in the questionnaire, the respondents are free to consult the researchers personally or via telephone. In total questionnaires were distributed to employees of Generation-Y in the PESB within 14 working days.

3.6 Dependent and Independent Variables

The table below depicts the study's dependent and independent variables and their sources.

Table 3.1
Operationalization table

Variables	No of Elements	Sources
Turnover Intention (Dependent Variable)	11 elements	Mobley (1977) Bigliardi et al. (2005) Watrous et al. (2006) Alam & Mohammad (2010) Muhammad, Farida & Mehboob (2010) Khan et al. (2011)
Organization-fit (Independent Variable)	10 elements	Zhang, Fried & Griffith (2012) Mitchell et al. (2001) Debjani & Gurunathan (2015)
Organization-link (Independent Variable)	7 elements	Mitchell et al. (2001) Zhang, Fried & Griffith (2012) Debjani & Gurunathan (2015) Imran, Tamas, Umair, Amit & Hassan (2020)
Organization-sacrifice (Independent Variable)	10 elements	Shaw, Delery, Jenkins & Gupta (1998) Mitchell et al. (2001) Zhang, Fried & Griffith (2012)

Details of all elements depicted as measures of all variables are available in Appendix C.

3.7 Data Sources

Primary and secondary sources were used in a complementary manner to fulfil the data needs of this study. Primary data was solely gathered through a survey of Generation-Y employees from different functional areas of PESB. Secondary data on the other hand were sourced externally from electronic journals, books, unpublished dissertations, and websites.

3.8 Data Analysis

All questionnaires received from respondents were thoroughly checked for completeness, missing values. Following this they were each data form and response category were coded and keyed to the SPSS version 22. Among the preliminary analysis carried out on the imputed data were the reliability, normality, and descriptive analysis, followed by correlations and multiple regression analysis.

The reliability analysis was carried out to determine the internal consistency of the measures used in the instrument. As a guide, the closer the Cronbach Alpha to 1, the internal consistency is greater (Sekaran, 2003). As a general rule a Cronbach Alpha coefficient of above 0.7 implies that the items are internally consistent and hence is acceptable (DeVellius, 2012).

In addition, the normality test was carried out to establish the presence of normal distribution for the data collected using a normal probability plot and the statistical method known as the Kolmogorov-Smirnov (KS) statistic. If the

Kolmogorov-Smirnov statistics are more 0.05 with a Lilliefors significance level of 0.2, then the data is assumed to be normal.

Analysis of frequencies will be performed on all elements and variables to determine their frequency of occurrence. The descriptive analysis will also be computed through measures of central tendency (mean) too.

All research hypothesis, research objectives as well as research questions (as outlined in Chapter 1) were answered through both the Pearson and multiple regression analysis. The Pearson correlation coefficient showed the significance, direction, and strength of the association among the predictor and criterion variables. The multiple regression analysis on the other hand was carried out to determine how much of the variance in the criterion variable has been explained by the predictor variables through the coefficient of determination or R^2 .

CHAPTER 4

FINDINGS OF STUDY

4.1 Chapter Introduction

This chapter is dedicated to reports findings on organization-fit, organization-link, and organization-sacrifice components of job embeddedness and turnover intention among Generation-Y employees in Proton Edar Sdn. Bhd. The Statistical Package in the Social Science software (SPSS) version 22 was used for both data processing and analysis.

4.2 Survey Rate of Return

Questionnaire distribution was geographically focused at Proton Edar Sdn. Bhd. headquarters. All in all, 124 sets of questionnaires were randomly distributed to selected Gen-Y staffs here. From this total, 115 sets of questionnaires were filled-up and returned, making the response rate 93%. Upon conducting an initial check on all the questionnaires received, it was discovered that two sets of questionnaires had more than 30% missing values and hence were removed for the final data analysis (Sekaran, 2005). The ultimate data processing and analysis included 113 completed data sets (91 percent). The reasons behind why some of the Gen-Y employees did not respond to fill-up the questionnaire is, (i) occupied with their work schedule and some were (ii) not around as they were attending some compulsory training programs.

Table 4.1
Survey Return Rate

ITEM	TOTAL	PERCENTAGE
Total questionnaires distributed	124	100%
Total questionnaires returned	115	93%
Total questionnaires incomplete	2	2%
Usable questionnaires	113	91%

4.3 Result of Reliability Analysis

As all the independent and dependent variable used were operationalized using measures/items derived from review of literature, there was a critical need to ensure their internal reliability. This concept of internal reliability measured by the Cronbach Alpha coefficient determined if the items measuring the variables in this study ‘does hang together’ as a set, and that they are independent, meaning each item has measured a different aspect of the variable. According to Sekaran (2003) the closer the Cronbach Alpha value is to 1, the greater is the variable’s internal consistency. As a rule of thumb, Cronbach Alpha coefficient that is above 0.7 implied that the items are internally consistent and hence acceptable, according to DeVellius (2012). On a similar note, as shown in Table 4.2, Sekaran and Bougie (2016) have introduced a more detailed guideline on the interpretation of the Cronbach Alpha value to ascertain a variable’s internal consistency level.

Table 4.2
Guideline for Interpretation of Cronbach's Alpha Value

Cronbach's Alpha value	Internal consistency level
0.80 and >	Good
0.70 – 0.7999	Acceptable
0.6 - 0.6999	Questionable
<0.6	Poor

Source: Sekaran & Bougie (2016)

The reliability analysis was done on all the three independent variables and dependent variable in this study followed by an overall analysis of all variables. A Cronbach Alpha value of .835, .890 and .931 were obtained for the three independent variables while the dependent variable's Cronbach Alpha stood at .835. In addition, the overall Cronbach Alpha for all four variables was .955 (Table 4.3). Overall, the Cronbach Alpha values obtained were well above the 0.8 band and henceforth can be interpreted to have a good internal consistency level (Sekaran and Bougie, 2016).

Table 4.3
Reliability Analysis for Criterion and Predictor Variables

Variable	Number of items	Cronbach's Alpha	Internal Consistency
Independent variables			
Organization-fit	10	.835	Good
Organization-link	7	.931	Good
Organization-sacrifice	10	.890	Good
Dependent variable			
Turnover intention	7	.835	Good
Overall	35	.955	Good

4.4 Result of Normality Test

The next preliminary analysis executed was the normality test. This test was deemed important to rule out that the data is free from bias. The normality test carried out on the data for this study focused on applying the graphical method (Q-Q plot) and Kolmogorov-Smirnov (KS) statistic. The data from this study demonstrated a usual probability plot that nearly formed an approximate line, as displayed in Figure 4.1. The level of significant for the Lilliefors significant value is 0.2 (Table 4.4.). As such, it can be concluded that data for this research is normally distributed.

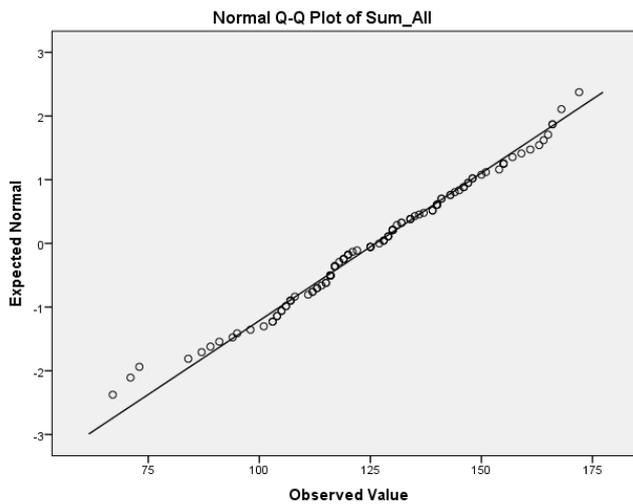


Figure 4.1
Normal Probability Plot

Table 4.4
Normality test result

Kolmogorov-Smirnov ^a			
	Statistic	df	Sig.
Sum all	.055	113	.200*

4.5 Demographic Profile

This section analyzed the essential demographic information solicited to profile respondents of this study in term of their age, gender, marital status, ethnicity, education level, type of occupation, and the department attached to.

Based on the results of the frequency analysis performed a description of the respondent's demographics were demonstrated in Table 4.5. Two major age groups of respondents namely 26 and 30 years of age (41.6%) and > 31 years of age, comprising 35.4% constituted the significant majority of study respondents. Males constituted almost 55% of the respondents. Sixty-two percent (62%) of

respondents were married, and 51% percent held a degree, while 37 percent have a diploma. Among those who participated in the study, 76% held executive positions, while another 24% were undertaking non-executive roles. Consequently, the largest group of respondents (38%) were serving in the Sales department, followed by another 33% in the After Sales department and 12% in the Marketing department.

Table 4.5
Respondents Demography

Demographic	Items	Frequency (n)	Percentage (%)
Gender	Male	62	54.9
	Female	51	45.1
Age	18 – 25 years	26	23.0
	26 – 30 years	47	41.6
	> 31 years	40	35.4
Marital Status	Single	40	35.4
	Married	70	61.9
	Others	3	2.7
Ethnicity	Malay	81	71.7
	Chinese	14	12.4
	Indian	13	11.5
	Others	5	4.4
Education Level	SPM	9	8.0
	Diploma	42	37.2
	Bachelor	58	51.3
	Master	2	1.8
	Others	2	1.8
Occupation level	Executive	86	76.1
	Non-executive	27	23.9
Department	Sales	43	38.1
	After Sales	37	32.7
	Network Planning & Development	9	8.0
	Used Car Management	4	3.5
	Marketing	13	11.5
	Corporate Sales	7	6.2

*N=113

4.6 Descriptive Analysis

Statistical analysis on the data collected started with the descriptive analysis to gain a ‘feel for the data collected’. Table 4.6 presents the overall mean values for turnover intention (dependent variable) and organization-fit, organization-link and organization-sacrifice being the independent variables of this study. The highest mean of 3.78 was obtained among the independent variables by the organization-sacrifice component of the organization dimension of job embeddedness. The second highest with a mean of 3.73 by the organization-link component, while the organization-fit component obtained a mean of 3.67.

This study’s findings have revealed that Generation-Y employees at PESB have displayed a high agreement that the organization-fit component is essence to their job embeddedness. This suggested that Generation-Y employees at PESB have perceived that their personal values, career goals and plans fitted well with their organization’s culture and career realities. A high level of agreement was also demonstrated for the organization-link component, implying that Generation-Y employees at PESB have felt well connected to their organization and have developed a good relationship with colleagues and management, which is also a key to their job embeddedness. Consequently, Generation-Y employees at PESB have also revealed a high level of agreement for the organization-sacrifice component, showing their perception that they may lose “material” and “psychological” benefits if they left the organization. Thus, in turn could have led to their job embeddedness at PESB.

Table 4.6
Overall Mean for DV & IV

Variables	Overall Mean	Agreement Level
Turnover intention (DV)	3.23	Moderate agreement
Organization-fit (IV)	3.67	High agreement
Organization-link (IV)	3.73	High agreement
Organization-sacrifice (IV)	3.78	High agreement

4.7 Pearson Correlation Analysis

Pearson correlation analysis was conducted to ascertain the association between the organization-fit, organization-link, and organization-sacrifice components of job embeddedness and turnover intention of Generation-Y employees at PESB.

Table 4.7
Pearson Correlation Analysis Results

	TOI	OF	OL	OS
TOI	1			
OF	.668**	1		
OL	.644**	.688**	1	
OS	.615**	.631**	.872**	1

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

Table 4.7 showed that there was relationship between variables where all variables had a significant moderate positive association; organization-fit ($r=.668$), organization-link ($r=.644$) and organization-sacrifice ($r=.615$).

4.8 Multiple Regression Analysis

Once the presence of association was established, a multiple regression analysis was performed to ascertain how much of the variance in turnover intention was explained by organization-fit, organization-link, and organization-sacrifice components of job embeddedness.

Table 4.8
Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.719 ^a	.518	.504	3.82810

a. Predictors: (Constant), Sum_OL, Sum_OF, Sum_OS

The R^2 attained was 0.518. This indicates that 51.8% of the variance in turnover intention was explained by organization-fit, organization-link, and organization-sacrifice components of job embeddedness. Since the sample is small, the adjusted R Square, 0.504 is used to provide some estimation of the true population. Considering the difference between the R square and adjusted R square is less than 5% (1.4% after conversion to percentage), it is reasonable to deduce that this study could be generalized to other population and could be tested in different sectors. (Zikmund, 2003)

Table 4.9
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1713.755	3	571.252	38.982	.000 ^b
	Residual	1597.325	109	14.654		
	Total	3311.080	112			

a. Dependent Variable: Sum_TI

b. Predictors: (Constant), Sum_OL, Sum_OF, Sum_OS

Based on the ANOVA table above, the F value of 38.982 shows that there is a significant relationship of 0.000 between the dependent and independent variables.

Table 4.10
Estimates of the coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.995	2.346		-.850	.397
	Sum_OF	.366	.081	.418	4.546	.000
	Sum_OS	.176	.122	.210	1.440	.153
	Sum_OL	.172	.140	.168	1.228	.222

a. Dependent Variable: Sum_TI

Among the independent variables, organization-fit was discovered to be significant at 0.000, based on 95% level of confidence and had the largest beta value at 0.418. This shows that organization-fit has a sturdier influence on the dependent variable among Gen-Y at PESB.

4.8 Summary

In summary, all three components of organization dimension of job embeddedness, namely organization-fit, organization-link and organization-sacrifice were significantly related with turnover intention among Generation-Y employees in Proton Edar Sdn. Bhd. Among the three components of organization dimension of job embeddedness, organization-fit showed the strongest association with turnover intention among Generation-Y employees in PESB, with a correlation coefficient of 0.668. Consequently, the adjusted R^2 of 0.442, implied 44% of the variance in turnover intention was accounted for by the organization-fit component of job embeddedness. Therefore, hypothesis depicted in table below is accepted.

Table 4.11
Table of hypothesis

	HYPOTHESIS	STATUS
H1	The fit-component of organization dimension of job embeddedness is significantly related to turnover intention among Generation-Y employees at PESB.	ACCEPTED
H2	The link-component of organization dimension of job embeddedness is significantly related to turnover intention among Generation-Y employees at PESB.	ACCEPTED
H3	The sacrifice-component of organization dimension of job embeddedness is significantly related to turnover intention among Generation-Y employees at PESB.	ACCEPTED

CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Chapter Objective

The main focus of this chapter is to discuss key findings surrounding organizational job embeddedness and turnover intention of Generation-Y in Proton Edar Sdn Bhd and draw conclusions based on the study's outcome. Relevant and doable suggestions will be recommended for the company's due consideration. Consequently, recommendations for future research were put forth taking into account the existing study scope and limitations.

5.2 Discussion

RO1: To ascertain the relationship between organization-fit component of job embeddedness and turnover intention among Generation-Y employees at PESB.

The study uncovered a moderate correlation ($r=0.668$, $p<0.05$, $p=0.000$) between organization-fit of job embeddedness and turnover intention among Generation-Y employees at PESB. This affirmed the presence of an association between the aforesaid variables. Further analysis through regression analysis generated an adjusted R² of 0.442. This implies that 44% of the variance in turnover intention among Generation-Y employees at PESB was explained by the organization-fit component of job embeddedness.

Conceptually, organization-fit job embeddedness encompasses the extent to which an employee's personal values, job objectives and career plans fits well with their organization's work culture and professionalism. The employee's perspective of organization-fit component of job embeddedness essentially focuses on how well they perceive themselves as sharing similar interests, values, beliefs, and characteristics with their employer and co-workers. More often than not the better and stronger the fit is with their employers and co-workers, the greater is the probability that the employee will stay. Debjani, G. and Gurunathan, L (2015) in their study have concurred that as employees would perceive a strong sense of fit with their organization especially when they personally experience a harmonious and comfortable environment in their organization, which in turn will be a strong motivator for them to remain in the said organization.

Mitchell et al. (2001) revealed that employees are attracted toward jobs where they can share some or all of their personal goals and values as they perceive the presence of a fit with their organization. In short, the more compatible an employee's personal opinions, values and goals are to those indoctrinated by their organization, the greater will be their sense of fit with the organization. Employees too often perceive they have acquired an organization fit, if they have acquired the required job knowledge and skills that are imminently desired by the organization to perform successfully (Mitchell et al., 2001). The establishment of such fit would give employees a reason to remain in the organization as they feel they are in the 'right organization' and able to further develop themselves.

In addition, the approach an organization adopts in inducting employees into their organization can positively contribute to their job integration and eventual fit which henceforth could decrease employee decision to leave (Allen, 2006). Organizations who adopt formal employee socialization processes, mentoring programs, and new-employee orientations, have on many occasions been successful to nurture and ingrain organizational fitness and eventual loyalty among employees. This has been concurred by O'Reilly, Chatman, and Caldwell (1991) who opines that misfits are more likely to leave their organization faster than those who experience a good fit with their organization.

Studies on turnover intention among Generation-Y employees has often been associated with numerous factors. Muhamad, K.O. and Nur Farah Syuhadah, M.R. (2017) uncovered that perceived work environment and perceived work values have significantly affected Generation-Y's intention to leave their current place of employment. Mohamad Nizar, M.N. et al. (2017) in their study have established the presence of a significant relationship between work value, quality of the work-life, conducive, safe working environment, and turnover intention among Generation-Y employees. These array of factors parallels those mentioned by Debjani, G. and Gurunathan, L (2015), Mitchell et al. (2001) and Allan (2006). In short, these are the exact factors capable of driving organizational-fit among Gen-Y employees, to minimize their intention to leave. On the same note, Gen-Y employees at PESB have demonstrated a significant relationship between their organization-fit component of job embeddedness and turnover intention. There seem to be concurrence with previous studies that Gen-Y employees indeed do value the presence of an organization-fit environment in PESB. It would be

imperative for human resource management at PESB to design, create and institute the presence of an organization-fit job embeddedness climate at PESB to drive their Gen-Y employees stay on at PESB.

RO2: To determine the relationship between organization- link component job embeddedness and turnover intention among Generation-Y employees at PESB.

Basing on this study, a moderate correlation ($r=0.615$, $p<0.05$, $p=0.000$) between organization-link job embeddedness and turnover intention was uncovered. This correlation affirmed the presence of an association between the two variables. Further analysis through regression analysis revealed the adjusted R² value was 0.372. This indicated that 37% of the variance in turnover intention was explained by the organization-link component of job embeddedness.

Debjani, G, and Gurunathan, L. (2015), in their study, defined links as the formal and informal connections and support among employees and colleagues, workgroups, supervisors, and the organization in total. As employee's establishes a strong connection with their organization, their job embeddedness will also grow towards the organization and this may ultimately reduce their intention to leave. In addressing the link-organization perspective of job embeddedness, Mitchell et al. (2001) predominantly focused on the number of co-workers, teams, and committees in which an employee might be involved. The end result is the more employees are engaged with their co-workers, departments, and boards, the more they are integrated with the company and hence, less likely develop the intention to leave. Generation-Y workers have been well acknowledged to carve a productive, good,

and close relationship with their bosses which reiterates the importance of organization-link. This being the case, establishing a formal, structured relationship between a superior and subordinate will not yearn a fruitful relationship with their bosses which in turn has contributed to high turnover rates (Korn and Feintzeig, 2014).

Employees who are well connected or linked to other members in their organization and have a good relationship with colleagues and management tend to be more embedded in their organization and have lesser urge to leave (Imran, A.S., Tamas, C., Umair, A., Amit, Y. and Hassan, R., 2020). According to Gen-Y employees of Proton Edar Sdn. Bhd., who have been working with PESB for a long time (over 5 years), their long-standing years of service with the organization could probably be attributed to their regular and good interaction with many co-workers and their ability to work with many teams and committees (more than 3 committees). As such the Generation-Y employees have perceived that with the establishment of their meaningful work relationship at PESB, their intention to leave have lessen. Besides employee's years of service, there are other avenues available to establish an organizational-link such as a competitive and comprehensive compensation plan, financial aid for personal development and scholarship or grants for pursuant of higher education.

Basing on this discovery it would be more meaningful for human resource management in PESB to develop human resource policies capable of elevating their employee's organizational links as prescribed by the organization dimension of job embeddedness. The focus of this linkage is to strengthen Gen-Y's relationships with

co-workers, workgroup members, and others at the most fundamental level. The realization and strength of these work relationships would hopefully have a positive effect on their personal embeddedness and diminish their intention to leave their organization or job.

RO3: To examine the relationship between organization- sacrifice component of job embeddedness and turnover intention among Generation-Y employees at PESB.

The study revealed a moderate correlation ($r=0.644$, $p<0.05$, $p=0.000$) between the organization-sacrifice component of job embeddedness and turnover intention. This correlation affirmed the presence of an association between the above-mentioned variables. Further analysis through regression analysis showed that the adjusted R² had a value of 0.409. Henceforth, suggested that 41% of variance in turnover intention was explained by the organization-sacrifice component of job embeddedness.

Shaw, Delery, Jenkins, & Gupta (1998) have collectively defined sacrifice as the physical gains and as well as benefits associated with the well-being of the mind that an employee must forgo if he or she were to quit the organization at any given time. Leaving friends, giving up perks, tasks, benefits, job security, and career development were among other factors other than the perceived cost of leaving the company. Additionally, new pension and benefit limits, or some benefits that may not be readily transferable to a new organization from their existing organization, may also constitute the organization-sacrifice component.

With Proton Edar Sdn. Bhd., Generation-Y employees have perceived that their organization offers excellent retirement benefits, excellent prospects for continuing employment, and outstanding promotional opportunities. With these positive prospects line-up by the organization, they will have more difficulty making a decision to leave as the sacrifice that has to be made is great. What is obvious is the nature of organizational sacrifices are wide ranging as mentioned earlier. Taking this cue, human resource management at PESB should consider offering their Gen-Y employees broad-based employee benefit packages and also introduce the concept of 'earned' benefit to employees who wishes to stay in an organization such as time-based promotion and the privilege to choose one's own workspace. If at all an employee decides to leave, all of these benefits will be lost (Mitchell et al., 2001)

Following the findings discussed earlier, it can be summed that Generation-Y decision to voluntarily leave their current employment is driven by the organization-fit, link and sacrifice components of job embeddedness. Khan et al., (2018) have concurred that both the organizational (on-the -job) and community (off-the-job) dimensions, measured through the link, fit, and sacrifice components are responsible and capable of driving employees to form their intention to leave an organization. This discovery is strengthened by Mitchell et al. (2001) whom in their study too have uncovered that all the three same components: link, fit and sacrifice of the organizational and community dimensions are significantly related to lower turnover intention. According to Holtom, B.C. & Inderrieden, E.J. (2006) the connectedness amassed by an employee towards their organization depends on these three components of the organizational dimension of job embeddedness,

namely link, fit, and sacrifice. It is this strong impact of job embeddedness that is responsible to create a sense of fulfilment towards the organization, resulting in loyalty and dedication to their company and serves as a deterrence from leaving their organization.

On a similar note a few studies have also confirmed the relationship between job embeddedness and turnover intention of employees. Wheeler, Harris, and Harvey (2010) uncovered that employee's turnover intention had an inverse relationship with job embeddedness. The authors in their study affirmed that as employees job embeddedness increased, their intention to leave the organization decreased. Additionally, Varghese, S., and Kumar, J. (2017), in their study on job embeddedness and turnover intention, revealed that job embeddedness specifically the on-the-job (organizational) dimension which encompassed all the three components of fit, link, and sacrifice were significantly and inversely related to turnover intention. Thus, suggesting that the more employees achieve the fit, link and sacrifice in their organization, the more embedded they would be towards their job, thus reducing the likelihood of them leaving. In a nutshell, it can be summed that all these studies have collectively confirmed the presence of an inverse relationship between job embeddedness and turnover intention among employees. What is more important is these studies have suggested that an elevation in employees job embeddedness through their organization, fit, link and sacrifice would result in a reduction in employees' turnover intention.

5.3 Conclusion

The main objective of this study is to ascertain the influence of organizational job embeddedness on Generation-Y's turnover intention in Proton Edar Sdn Bhd. Numerous variables have been suggested by literatures as drivers to turnover decision of an employee. Henceforth, with the support of the proposed theoretical context derived from the job embeddedness theory, this research has empirically attempted to establish factors underlying employee turnover's objective. Three research hypotheses were derived and empirically tested. The empirical results of this research have verified the impact of all three components of the job embeddedness organization dimension, namely organization-fit, organization-link, and organization-sacrifice.

The most diversified, forward-thinking, and techno-savvy generation has been perceived as Generation-Y. They have proved to be a difficult generation of workers to handle and will require new and imaginative ways of handling them. They also have a sense of clear personal beliefs, values, and priorities. Therefore, the organization-fit component measured how well individuals perceive themselves fitting-in with their employer and other workers within the organization, such as sharing compatible interests, beliefs, and characteristics. Organizations that have successfully instituted this organizational-fit, generally tend to experience their employees staying long-term with them (O'Reilly, Chatman, and Caldwell, 1991).

For Generation-Y workers, adherence to strict rules, the application of authoritative, formal management style does not auger well to effectively manage

them (Korn and Feintzeig, 2014). Also, literature has postulated that Generation-Y workers are often unhappy with conventional forms of management used on them, resulting in high turnover rates. The aspect of organization-link focuses on relationships between colleagues and management in an organization that has changed over time resulting in a much stronger bondage. The presence of such strong attachment could eventually heighten an employee's intention to remain in the organization. The greater the attachment to the workplace or culture, the more highly integrated individuals can become to their organization, employer, and co-workers, thus decreasing their intention to leave.

If the sacrifice that has to be made is great, an employee would have more trouble leaving (Shaw, Delery, Jenkins, & Gupta, 1998). While an employee may find a position with a comparable salary and benefits elsewhere, there may be several other perceived costs of leaving the company, including leaving good friends, giving up benefits, tasks, benefits, job security, and career development, as these benefits cannot be carried over to their new organization. In short, they will have to be forfeited if employees decide to quit. In addition, job-related sacrifices could also include the loss of health and retirement benefits, co-worker relationships, educational scholarship, promotion opportunities, comfort, and proximity to the workplace and maybe even a loss of stability.

In 2001, Mitchell et al. (2001) introduced a new conceptual framework called job embeddedness (JE). JE is an employee state of mind that drives them to stay in an organization because of many positive or rewarding organizational related factors. According to the Job Embeddedness Theory, how connected an

employee feels towards their organization depends on three components of the said theory's organization dimension, namely: fit, link, and sacrifice. Literature at large have suggested that employees tend to demonstrate high levels of satisfaction when they feel or experience a high level of job embeddedness effect. This state of feeling could in turn drive their loyalty and commitment to their organization, hence reducing the need to leave their organization. To sum, voluntary turnover intention can be decreased if job embeddedness among employees is enhanced (Chan et al., 2019).

5.4 Recommendation

Findings from this study has made a marked contribution to human resources practitioners who have invested in strengthening the loyalty among Generation-Y's employees with the hope of minimizing their turnover intention. Insights into the predictors from the organization dimension of job embeddedness for turnover intentions were prescribed in this research study. These may serve as a base for improvising HRM policies at PESB for Generation-Y workers to elevate their degree of embeddedness. Appropriate mechanisms that are deemed appealing to Gen-Y workers in the organization would be merited at this juncture since job embeddedness is largely the product of the contact process which has transpired between workers and employers.

This study found that a specific component of the organizational dimension of job embeddedness, particularly organizational-fit, has significantly impacted PESB's turnover intention decision among Generation-Y employees. Stemming

from this, the Human Resource Department and senior management of PESB could use the findings of this study to establish new standards and processes to enhance or elevate the fit, link, and sacrifice components of job embeddedness among Generation-Y employees to mitigate the retention concern at PESB.

Since this study only included the organizational dimension of Job Embeddedness, the other dimension of Job Embeddedness, which is the community dimension, is suggested to be included to expand this study between Generation-Y and Turnover Intention. This proposed study can also be expanded to decide if both the organizational and community dimensions of job embeddedness in the Malaysian automotive distribution industry does impact Generation-Y and Generation-X differently.



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APPENDICES



APPENDIX A



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Row number	Column number											
	1	2	3	4	5	6	7	8	9	10	11	12
1	20	288	215	98	44	202	323	226	162	262	248	276
2	331	171	204	131	185	39	183	338	209	352	285	333
3	250	142	85	145	348	55	327	137	289	135	146	282
4	259	226	225	215	219	306	267	181	29	328	247	280
5	143	103	64	332	199	215	159	145	84	87	135	250
6	234	261	211	152	181	198	59	179	99	29	106	342
7	360	61	177	310	265	150	23	8	83	122	303	112
8	86	103	313	117	254	284	17	347	296	196	153	251
9	120	191	52	93	297	209	290	251	155	210	47	357
10	6	105	155	77	191	147	366	245	262	36	268	32
11	37	2	259	115	3	24	105	115	130	248	256	61
12	357	180	52	190	311	20	48	348	12	322	223	355
13	326	227	40	93	217	100	336	262	272	83	179	48
14	336	322	174	335	94	358	303	337	253	253	42	163
15	240	213	217	8	184	72	219	136	211	64	154	217
16	289	327	291	216	112	106	147	181	33	311	7	111
17	140	32	297	319	342	15	30	53	54	55	10	139
18	125	81	128	59	121	236	307	264	328	120	247	127
19	351	21	132	172	148	91	93	334	74	126	223	62
20	80	91	98	280	41	146	219	271	248	246	185	179
21	198	255	26	201	330	134	100	19	41	50	192	349
22	80	225	321	260	161	330	260	333	195	145	42	169
23	65	54	140	179	179	46	311	87	340	341	287	98
24	19	185	137	346	163	224	18	72	208	48	124	288
25	281	321	20	16	5	48	70	91	122	305	240	75
26	126	61	317	336	188	184	23	31	174	280	115	88
27	355	267	117	253	106	72	1	221	345	86	89	355
28	321	327	358	78	320	261	187	325	100	91	179	184
29	201	341	29	14	341	63	253	249	226	170	311	127
30	308	233	229	344	215	341	318	334	144	326	70	148
31	195	42	88	337	122	97	84	215	298	168	300	312
32	22	115	136	100	110	73	219	290	133	70	23	55
33	48	190	121	352	200	249	135	55	336	17	263	269
34	175	225	341	307	283	280	359	348	143	230	102	283
35	133	17	293	356	45	151	49	69	334	340	151	251
36	188	43	324	343	104	302	168	92	97	43	321	268
37	133	103	334	241	207	12	208	168	16	153	121	268
38	351	360	102	5	85	226	246	16	155	323	113	200
39	80	354	191	267	197	169	172	348	271	231	40	164
40	299	311	165	41	211	64	281	91	95	186	283	299

Select a row from 1 to 40 and a column from 1 to 12. Use the number at the intersection of the selected row and column.

APPENDIX B



Serial No



Dear Respondent,

Thank you for participating in this study. As a final year student of Master of Human Resource Management, I am in the process of completing a research entitled “A Study on the Influence of Organizational Job Embeddedness on Turnover Intention among Gen-Y in Proton Edar Sdn. Bhd. (PESB)”.

Hence, I am seeking your participation in the survey. Only the researcher will have access to the individual completed questionnaire. All data will be kept **STRICLY CONFIDENTIAL**.

If you have any enquires or clarification regarding this survey, please do not hesitate to contact, Nabihah Zulkifli at 016-7510516. You may also contact my research supervisor, Dr Norizan binti Haji Azizan at 017-4776625.

Thank you.

Yours sincerely,
Nabihah Zulkifli

SECTION A: DEMOGRAPHIC BACKGROUND

Please tick (✓) **ONE** response for each statement and kindly fill in the blanks with appropriate answers, if applicable.

1. Gender

Male

Female

2. Marital status

Single

Married

Others

3. Ethnic

Malay

Chinese

Indian

Others

Please specify: _____

4. Education level

SPM

Diploma

Bachelor

Master

Please specify: _____

5. Occupation type

Executive

Non-executive

6. Department: _____

7. Age

18-25

26-30

31 and above

If you are aged 37 and below, please continue to the next section – Section B. If you are above 37 years old, kindly stop here. Thank you.

SECTION B: TURNOVER INTENTION

Turnover intention is the intention to quit the current job that takes place when an employee starts thinking about either to stay or to leave the organization

Please indicate the extent to which you agree to disagree with each statement. Circle your responses using the following scale

Turnover Intention		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I am preparing to leave PESB because of job related dissatisfaction.	1	2	3	4	5
2.	I have been actively searching for a new job for the past 12 months.	1	2	3	4	5
3.	It is very possible that I will look for a new job next year.	1	2	3	4	5
4.	I am at the final stage of decision making to leave PESB.	1	2	3	4	5
5.	Employees are voluntarily leaving their workplaces and quit their job.	1	2	3	4	5
6.	As soon as I can find a better job, I will quit from PESB.	1	2	3	4	5
7.	If I may choose again, I will choose to work for PESB.	1	2	3	4	5
8.	I would turn down an offer from another organization at this point of time.	1	2	3	4	5
9.	Employees who leave PESB do it at their own free will.	1	2	3	4	5

SECTION C: ORGANIZATION FIT

Organization Fit is the degree to which an employee's personal values, career goals and future plans fit with the organization's culture, experienced job and career realities

Please indicate the extent to which you agree to disagree with each statement. Circle your responses using the following scale

Organization Fit		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I like the members of my workgroup.	1	2	3	4	5
2.	My co-workers are similar to me.	1	2	3	4	5
3.	My job utilizes my skills and talents well.	1	2	3	4	5
4.	I feel like I am a good match for PESB.	1	2	3	4	5
5.	My values are compatible with the PESB's values.	1	2	3	4	5
6.	I fit with PESB's culture.	1	2	3	4	5
7.	I like the responsibility I have in PESB.	1	2	3	4	5
8.	I like the authority given to me at PESB.	1	2	3	4	5
9.	I can reach my professional goals working for PESB.	1	2	3	4	5
10.	I feel good about my professional growth and development.	1	2	3	4	5

SECTION D: ORGANIZATION LINK

Organization link is the formal and informal connections and support among employees and colleagues, work groups, supervisors and the organization in total.

Organization Link

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have been in this present position for a long time (> 5 years)	1	2	3	4	5
2.	I have worked in PESB long (> 5 years)	1	2	3	4	5
3.	I have work in this industry for a long time (> 5 years)	1	2	3	4	5
4.	I interact with many co-workers regularly	1	2	3	4	5
5.	Many co-workers are highly dependent on me	1	2	3	4	5
6.	I work with many teams in PESB (> 3 teams)	1	2	3	4	5
7.	I am on many committees in PESB (> 3 committees)	1	2	3	4	5

SECTION E: ORGANIZATION SACRIFICE

Organization Sacrifice refers to the "material" and "psychological" benefits that an employee would lose at any given time if he or she choose to leave the organization.

Please indicate the extent to which you agree to disagree with each statement. Circle your responses using the following scale

Organization Sacrifice		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I have a lot of freedom on this job to decide how to pursue my goals.	1	2	3	4	5
2.	The perks on this job are outstanding.	1	2	3	4	5
3.	I feel that people at work respect me a great deal.	1	2	3	4	5
4.	I would sacrifice a lot if I left this job.	1	2	3	4	5
5.	My promotional opportunities are excellent here.	1	2	3	4	5
6.	I am well compensated for my level of performance.	1	2	3	4	5
7.	The benefits are good at this job.	1	2	3	4	5
8.	The health care benefits provided by PESB are excellent.	1	2	3	4	5
9.	The retirement benefits offered by PESB are excellent.	1	2	3	4	5
10.	The prospects for continuing employment with PESB are excellent.	1	2	3	4	5

Thank you! ☺

APPENDIX C



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Variables	Elements	References
Turnover Intention (Dependent Variable)	I am preparing to leave the organization because of job related dissatisfaction.	<ul style="list-style-type: none"> • Bigliardi et al. (2005)
	I have been consciously searching for a new job for the past 12 months.	<ul style="list-style-type: none"> • Muhammad, Farida, Mehboob (2010) • Mobley (1977)
	I am thinking of looking for a new job next year.	<ul style="list-style-type: none"> • Alam & Mohammad (2010) • Mobley (1977)
	I am at the final stage of decision making to leave the organization.	<ul style="list-style-type: none"> • Watrous et al. (2006)
	I am voluntarily thinking of leaving my current job.	<ul style="list-style-type: none"> • Watrous et al. (2006) • Mobley (1977)
	As soon as I can find a better job, I will quit from the organization.	<ul style="list-style-type: none"> • Khan et al. (2011)
	I have formed intentions to leave my current job.	<ul style="list-style-type: none"> • Mobley (1977)
Organization (on-the-job): Fit Job Embeddedness (Independent Variable)	I like the members of my workgroup.	<ul style="list-style-type: none"> • Zhang, M., Fried, D.D. and Griffith, R.W. (2012) • Mitchell et al. (2001) • Debjani, G, and Gurunathan,L. (2015)
	My co-workers are similar to me.	
	My job utilizes my skills and talents well.	
	I feel like I am a good match for this company.	
	My values are compatible with PESB's organizational values.	
	I fit with the PESB's company's culture.	
	I like the responsibilities I have at PESB	
	I like the authority given to me at PESB	
	I can reach my professional goals working for PESB.	
I feel good about my professional growth and development.		

Variables	Elements	References
Organization (on-the-job): Links Job Embeddedness (Independent Variable)	I have been in this present position for a long time (> 5 years)	<ul style="list-style-type: none"> • Debjani, G, and Gurunathan,L. (2015) • Imran, A.S., Tamas, C., Umair, A., Amit, Y. and Hassan, R. (2020) • Zhang, M., Fried, D.D. and Griffith, R.W. (2012) • Mitchell et al. (2001)
	I have worked in PESB long (> 5 years)	
	I have work in this industry for a long time (> 5 years)	
	I interact with many co-workers regularly	
	Many co-workers are highly dependent on me	
	I work with many teams in PESB (> 3 teams)	
	I am on many committees in PESB (> 3 committees)	
Organization (on-the-job): Sacrifice Job Embeddedness (Independent Variable)	I have a lot of freedom on this job to decide how to pursue my goals.	<ul style="list-style-type: none"> • Zhang, M., Fried, D.D. and Griffith, R.W. (2012) • Shaw, Delery, Jenkins, & Gupta (1998) • Mitchell et al. (2001)
	The perks on this job are outstanding.	
	I feel that people at work respect me a great deal.	
	I would sacrifice a lot if I left this job.	
	My promotional opportunities are excellent here.	
	I am well compensated for my level of performance.	
	The benefits are good at this job	
	The health care benefits provided by PESB are excellent.	
	The retirement benefits offered by PESB are excellent	
The prospects for continuing employment with PESB are excellent.		