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**THE ROLE OF ETHICAL LEADERSHIP, MONETARY
REWARD AND CAREER OPPORTUNITY ON
INTENTION TO STAY AMONG AUXILIARY POLICE**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
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CAREER OPPORTUNITY ON INTENTION TO STAY AMONG
AUXILIARY POLICE**

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Abstract

Retaining employees in the organization for as long as possible is one of the recruitment objectives. This is because turnover has a negative impact on the organization especially on productivity, service and profitability. Since employee is the most important asset to organization, finding the best strategy to retain them is very important. Therefore, this study is conducted with the intention to capture factors that might influence intention to stay among auxiliary police. The study examines the direct relationship between ethical leadership, monetary reward, career opportunity and intention to stay. A total of 274 questionnaire were distributed to auxiliary police through online survey using Google form. Response rate was 100%. In this study, hypotheses for direct effect were tested using multiple regression analyses. Results showed that ethical leadership and career opportunity were significantly positively related to intention to stay. The findings indicate that by having ethical leadership who demonstrate transparency in their actions and decisions in the organization able to motivate people to remain with the organization. Similarly, providing the employees with more career opportunity seems motivate them to stay with the organization.

Keywords: Intention to stay, Ethical leadership, Monetary reward, Career opportunity, Auxiliary police



Abstrak

Mengekalkan pekerja selama yang boleh adalah salah satu objektif perekrutan. Ini adalah kerja lantik henti mempunyai impak yang negaif kepada organisasi terutamanya terhadap produktiviti, perkhidmatan dan keuntungan. Memandangkan pekerja adalah aset terpenting bagi organisasi, mencari strategi terbaik untuk mengekalkan mereka adalah penting. Oleh yang demikian, kajian ini dilaksanakan dengan harapan untuk mengenal pasti faktor yang mungkin mempengaruhi hasrat untuk kekal dalam kalangan polis bantuan. Kajian ini mengkaji hubungan langsung antara kepimpinan beretika, ganjaran kewangan, peluang kerjaya dan hasrat untuk kekal. Sebanyak 274 borang soal selidik telah diedarkan kepada polis bantuan secara atas talian menggunakan borang *Google*. Kadar maklumbalas adalah sebanyak 100%. Hipotesis ke atas kesan langsung diuji menggunakan analisis regresi berganda. Dapatan kajian menunjukkan bahawa kepimpinan beretika dan peluang kerjaya didapati mempunyai hubungan positif yang signifikan dengan hasrat untuk kekal. Dapatan ini memberi gambaran bahawa mempunyai kepimpinan beretika yang menunjukkan transperansi dalam tindakan dan keputusan dalam organisasi mampu memotivasikan individual untuk kekal dalam organisasi. Pada masa yang sama juga, menyediakan lebih banyak peluang kerjaya juga dilihat mampu memotivasikan individu untuk terus kekal dalam organisasi.

Kata kunci: Hasrat untuk kekal, Kepimpinan beretika, Ganjaran kewangan, Peluang kerjaya, Polis bantuan



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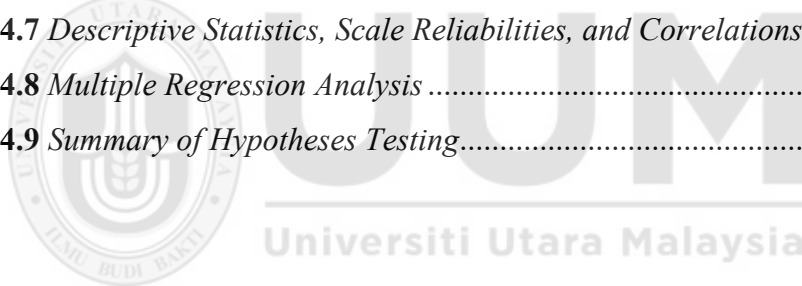
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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Acknowledging the fact that employees are the most important asset to organization, finding the best strategies to retain them is very important. This is because turnover has a negative impact on organization especially on productivity, service, and profitability. Even, the cost of replacing and hiring new employees is high and finding skilled employees can also be difficult.

In today's fast-paced workplace, the significance of the auxiliary police workforce cannot be ignored. Individuals serving in the auxiliary police, including those at UiTM, bring diverse perspectives and expectations to the job. Specialized fields, like UiTM's auxiliary police department, must adapt to attract and retain this crucial workforce. This adaptation ensures the effective integration of the strengths of both the new generation and the existing workforce (Ng et al., 2019).

In a specialized field like auxiliary police, where responsibilities continually evolve due to technological advancements and emerging threats, the ability to adapt is paramount. For UiTM's auxiliary police department, which places a high premium on ability and dedication, understanding the specific traits and preferences of all auxiliary police personnel is not merely a preference but a strategic necessity.

The desire to retain personnel within UiTM's auxiliary police department is a central focus. Employee retention is not a secondary concern; it is vital for the sustained growth and effectiveness of the department. Studies by Allen et al (2008) and Eyer and Herscovitch (2001) emphasize that a committed workforce directly

contributes to enhance organizational performance and efficiency. In the specialized domain of auxiliary police, identifying the factors that contribute to the commitment of all auxiliary police workers is crucial.

Understanding the factors influencing the intention to stay among all auxiliary police personnel at UiTM is not only crucial but imperative for the department's sustainability and effectiveness. Intention to stay reflects the commitment and loyalty of the workforce, directly impacting organizational performance and the ability to fulfil evolving responsibilities. Therefore, identifying and addressing the drivers of intention to stay is paramount for UiTM's auxiliary police department to attract, retain, and leverage a skilled and dedicated workforce.

This study seeks to explore factors that might influence the intention to stay among all auxiliary police personnel in UiTM. It delves into the unique needs of this workforce by drawing on recent polls and studies on employee retention within the auxiliary police sector. Given the fast-paced technological landscape, all auxiliary police personnel value ongoing learning and professional development. For example, based on Deloitte's 2021 Global Millennial and Gen Z survey, a substantial portion of respondents regardless of generation, recognize the importance of professional development, with 76% expressing its significance.

Company culture and ideals are integral considerations for all auxiliary police personnel; indeed, 64% of respondents from various generations consider these aspects essential when selecting a job (EY Global Generational Study, 2021). The concerns regarding mental health, amplified by the COVID-19 outbreak, underscore the importance of companies, including auxiliary police departments, supporting the mental well-being of their personnel (The Workforce Institute at UKG, 2021). Acknowledging that the auxiliary police workforce comprises individuals of different

age groups, it is crucial to recognize the value placed on technology and innovation, making these elements essential to the success of the department (Dell Technologies, 2020). Open communication, flexible work arrangements, and a commitment to diversity and inclusion are universally valued professional attributes (McKinsey & Company, 2019; PwC, 2021; Glassdoor Economic Research, 2020).

By amalgamating external information with data from inside UiTM's auxiliary police department, this study can uncover how auxiliary police personnel perceive their work. The leaders within the auxiliary police department at UiTM can develop strategies to attract and retain this valuable workforce by comprehending what motivates them, regardless of their generational background. Gaining insights into the goals and plans of auxiliary police personnel can position the department as an appealing workplace, ensuring that its personnel are enduring, robust, and adaptable.

1.2 Problem Statement

A study by Randstad Malaysia found that 51% of Malaysian auxiliary police are open to changing jobs frequently, showing a shift in how loyal people are to their jobs (Randstad Malaysia, 2020). This trend is worrying because it raises concerns about how committed auxiliary police personnel in Malaysia are to staying in their jobs.

As for UiTM, data from the Registrar's Office indicates that 919 auxiliary police personnel have been employed from 2010 to 2023. Notably, 79 individuals have resigned, with 45 of them from the auxiliary police staff. These 45 individuals who were undergoing training have ceased their pursuit of becoming auxiliary police officers where UiTM has incurring a loss of RM 225,000.00 solely for training expenses. This is because before being officially appointed as auxiliary police officers,

individuals must undergo a mandatory 3-month basic police training program. According to Section 47(1) of the Police Act 1967, this training is a prerequisite for their appointment. The cost of training each staff member is RM 5000.00 per person, as mentioned in Section 47(2) of the Act. Thus, it is crucial to find effective ways to retain these employees in the workforce.

Complicating the issue is the lack of studies on auxiliary police and factors that might influence their decision either to stay or to leave the organization. Specifically, on factors such as ethical leadership, monetary reward, and career opportunity. While existing studies provide a general understanding of these factors in employee retention (Lok & Crawford, 2004; Podsakoff et al., 2003; Saks, 2006), a specific study is needed to further explore potential factors that can help in retaining auxiliary police at UiTM.

Hence, the objective of this study is to bridge the knowledge gaps by exploring the multifaceted reasons why auxiliary police personnel are leaving UiTM's department. This study seeks to offer valuable insights by considering both global and national issues, along with factors specific to the auxiliary police sector. These insights aim to address UiTM's specific challenges while contributing to the broader discourse on retaining auxiliary police personnel in the contemporary workforce.

1.3 Research Questions

Based on the above discussion on retention issues, the central question for this study would be “what factors are considered critical in influencing individual’s intention to stay?” Specifically,

1. Does ethical leadership related to intention to stay?
2. Does monetary reward related to intention to stay?

3. Does career opportunity related to intention to stay?

1.4 Research Objectives

Generally, this study aims to examine factors that might influence intention to stay among auxiliary police. Therefore, to answer the research questions posted above, the following research objectives were formulated:

1. To determine the relationship between ethical leadership and intention to stay;
2. To examine the relationship between monetary reward and intention to stay; and
3. To investigate the relationship between career opportunity and intention to stay

1.5 Significance of Study

This study is conducted to test how ethical leadership, monetary reward, and career opportunity influence intention to stay among the auxiliary police. Thus, the empirical findings that emerge from the study can enrich the existing literature on intention to stay. The current study may also provide with new findings on how ethical leadership, monetary reward and career opportunity directly influence intention to stay especially among auxiliary police. These might give new insight for scholars on factors that might or might not influence individual's intention to stay with the organization.

The empirical findings from this study can also provide practical solutions for practitioners especially the university's management on how to address retention issues among the auxiliary police. By understanding how ethical leadership, monetary reward and career opportunity could directly influence intention to stay, university's management can have some guidelines on what kind of initiatives that could be taken to address the issues.

1.6 Scope of Study

The main focused of this study is to investigate factors that might influence intention to stay among auxiliary police who are working in UiTM campuses in Malaysia. Auxiliary police were chosen for this study due to retention issues facing by the university where many have left and yet, limited investigation has been conducted to uncover reasons for the leaving. Based on past empirical studies, three independent variables namely ethical leadership, monetary reward and career opportunity were proposed to be tested against intention to stay. This study adopted a quantitative approach where data were collected at one point of time (cross sectional study) through online survey using Google form. Unit of analysis is at the individual level as respondents' perception towards ethical leadership, monetary reward and career opportunity are taken as the basis for understanding their influence on intention to stay. Data collected were analysed using SPSS (version 29) program for Windows where multiple regression was conducted to test the direct relationship between those variables.

1.7 Definition of Key Terms

Intention to Stay:

The employees' willingness to remain employed in the organization (Ajzen & Fishbein, 1980; Igbaria & Greenhaus, 1992).

Ethical Leadership:

Leaders who demonstrate ethical behavior, integrity, and fairness in their decision-making and interactions with employees (Brown et al., 2005).

Monetary Reward:

The financial compensation and benefits offered to employees such as salaries, bonuses, incentives, and various financial perks (Allen et al., 2010).

Career Opportunity:

Career opportunity is the avenues and initiatives that organizations provide to support employees' professional development, skill enhancement, and career progression (Lyons & Kuron, 2014).

Auxiliary Police:

Auxiliary police are part-time reserves for a normal police force in Malaysia. They are regulated by the Police Act 1976 (Sections 47–50) and the Police (Auxiliary Police) Regulations 1970. The Chief of Police or Commanding Officer may select these people as paid members or unpaid volunteers, and their job is to help and support the regular police. Their jobs include offering police services in places where they aren't needed, giving security guards police authority, and being there for people when they need it. Auxiliary police officers have the same rights and responsibilities as normal

police officers. They are responsible for things like patrolling, managing crowds, protecting property, preventing crime, and arresting criminals. They had to follow the same rules and get the same training as the Royal Malaysian Police Force when they use their power.

1.8 Organization of Chapters

This chapter is the first of five chapters in this project paper. Chapter 2 gives general review of the literature on intention to stay. The concept of intention to stay and how it can be measured are also presented. Discussion in Chapter 2 continues with past empirical findings on factors that might influence intention to stay and this includes the role of ethical leadership, monetary reward, and career opportunity. The chapter also discusses the research framework tested in the study. The chapter concludes with the development of the research hypotheses.

Chapter 3 describes the method for the study and these include the discussion on the research design, selection of participants, sample types and size, and the development of research measures. Chapter 3 ends with a brief description on the strategies and procedures that were used to analyse data collected from the survey.

Chapter 4 reports results of the study. There are reports of the descriptive statistical analysis, bivariate correlation analysis, and regressions analysis. The results are summarized in number of tables to facilitate interpretation.

Chapter 5 discusses the interpretation of the research findings for the study. The findings are compared to those found in the past research reviewed in Chapter 2. New findings are also discussed. The chapter ends with a discussion on limitations of

the study, their implications for both researchers and practitioners, and some suggestions for future research.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses issues related to intention to stay as presented in the literature. The chapter begins by describing the concept of intention to stay and this followed by findings from past studies on factors that influence individual's intention to stay. The chapter also reviews on the concept of ethical leadership, monetary reward, and career opportunity and how they related to intention to stay. The chapter concludes by discussing the research framework and the development of hypotheses.

2.2 The Conceptualization of Study Variables

2.2.1 Intention to Stay

The idea of "intention to stay" is very important for figuring out and predicting how people will act in the organizations. Ajzen and Fishbein (1980) argued that a person's desire to stay or quit is a psychological indicator of how they will act. This purpose, whether to keep working together or end the job, is a major factor that affects actions.

The desire to leave the present job is called turnover intention. The intention to stay is the opposite of turnover intention (Kim, et al., 1996). Studies show a negative relationship between the two indicating how important it is for employees to want to stay in their current jobs (Steers & Mowday, 1979). Organizations have trouble when

employees leave, which affects their ability to reach their goals, make money, and be healthy generally.

Employees who plan to stay with their current company for a long time are said to have an "intention to stay" (Vandenberg & Nelson, 1999). On the other hand, a plan to quit is someone's expected chance of leaving the organization for good. Organizations can be hurt more by employees leaving without warning, whether it is because they found a better job or for some other reasons (Mobley, 1982).

There is a lot of competition for talent management these days, so organizations need to know how important it is to keep good employees. Employees want to be appreciated and feel like they fit in the company. Mitchell et al (2001) say that to deal with the problem of employee turnover, companies need to take specific steps that show appreciation and help employees feel connected to the business.

For efficient workforce management, it is important to know if employees want to stay, especially in specialized departments like UiTM's Auxiliary Police Department. Johnson and Wang's longitudinal study from 2023 shows that there are immediate and changing factors that affect employees' desire to stay in their jobs in specialized fields. Their study shows how important organizational culture, chances for career growth, and shared values are in determining an employee's decision to stay for a long time. By looking at these factors over several years, the study gives us a more complete picture of how desire to stay changes over time. This helps us understand how changing work environments affect employees' dedication.

The importance of the desire to stay is also shown by Meyer and Allen's (1991) important work on organizational commitment. Their meta-analysis brings together results from several studies to show that the desire to stay is complex and includes affective, continuance, and normative commitment. Finding a solid theoretical base

for understanding the complicated factors that affect employees' decisions to stay with their current company is made easier by this basic framework.

2.2.2 Ethical Leadership

According to Caldwell and Dixon (2010), leaders play a big role in creating a positive work environment by encouraging values like trust, support, and forgiveness. Leading people with respect and humility is a big part of being a good boss. This can make their work a lot better. Leaders need to create an environment and culture that makes people want to stay especially those good employees. This is the best way for an organization to keep good employees from leaving.

As argued by Michael (2008), employees are more likely to stay with an organization if they believe that their leaders care about them and give them the right jobs, regular praise, and recognition. To learn how the style of leadership changes people's choice to stay, one needs to understand the leadership. Strong leaders inspire and assist their employees, which impacts how pleased and devoted they are to the business (Shuck & Herd, 2012).

Kim and Jogaratnam's (2010) research in the hotel and restaurant business showed that employees are more likely to stay with the organization whose boss is clear and focused on getting things done. The desire to leave was found to be negatively linked to transformational leadership (Long et al., 2013). This means that transformational leadership makes people want to stay. People were more likely to stay with either innovative or transactional leadership (Wells & Peachey, 2011).

In 2011, Forest and Kleiner studied on how transactional leadership affects nurses' choices whether to stay or not. The findings indicate that the nurses are more

likely to quit unless their bosses changed. Studies such as Furtado et al (2011) and Forest and Kleiner, (2011) also found that type of leadership can determine if someone will want to stay or not.

Brown et al (2005) and Brown and Wilson (2019) use real-world examples to show that ethical leadership makes the workplace better and increases trust among employees. These studies show that leaders who are fair, honest, and moral are important for making the workplace a good place to work, which in turn affects how long employees choose to stay with the organization. Similar findings were also found from Sánchez-Cardona and Marrero Centeno's 2021 study where meaningful work and engagement at work change the connection between job resources and workers' plans to stay. This study focused on the Job Demands-Resources Model (JD-R)'s motivational process to show how ethical leadership promotes useful work and engagement, which in turn improves work results and keeps the employees.

2.2.3 Monetary Reward

Reward systems are very important in businesses because they show appreciation for the hard work and efforts of employees (Agarwal, 1998). According to Ng and Feldman (2007), attractive external perks like pension plans and benefits have a big effect on long-term workers and make them less likely to look for new jobs. There are two kinds of rewards: those that come from within or those that come from outside. Extrinsic rewards are things that can be seen and touched, like cash, while intrinsic rewards are things that cannot be seen or touched, like praise (e.g., best employee of the year awards). The goal of these rewards is to encourage employees to behave well in the future.

In the business world, benefits come in many forms such as cash bonuses, awards for good work, free stuff, and trips paid for by the company. It is important that these rewards stick with workers and make them feel like they are valued at work (Silbert, 2005). From both the employer and the employee's point of view, rewards are important for job happiness. Reward systems meet basic needs and help people reach better levels of success (Bokemeier & Lacy, 1986).

One important thing that can make someone less likely to leave is the offer of good pay. This not only meets the material and financial needs of employees, but it also raises their standing and power within the company (Pfeffer, 1998; Woodruffe, 1999). The way an organization rewards employees has a direct effect on how well they do their job and how likely they are to stay with the organization (Bamberger & Meshoulam, 2000). Total rewards, which include all the tools that can be used to find, keep, motivate, and satisfy employees, are a complete way to pay employees.

When it comes to money rewards, Shostak (2000) argued that they include cash, demand savings, and government deposits. It includes things like cash rewards (bonus, raise, short-term and long-term incentives) and different kinds of benefits such as income security and allowances (Milkovich et al., 2002). Money benefits are often seen as a dependent variable, and organization put a lot of weight on them when trying to figure out whether someone will stay or leave.

According to Milkovich et al. (2002), money rewards can be broken down into three groups: merit-pay, market-based pay, and profit-related pay. Merit pay is based on performance and rewards workers who do a great job. Some examples of merit pay are annual raises, performance bonuses, and direct payments of pay. Market-based pay makes sure that rates are in line with what the job is worth on the market, while profit-

related pay, like employee stock options, ties rewards to rules that say how the money should be shared.

Employees, especially those in lower-level positions, like getting money as a prize for meeting goals or doing a great job. They are financial incentives that organizations offer to employees in return for their work, which increases productivity and makes the workplace a better place to be.

In a study conducted by Watson Wyatt (1999), it was found that rewards and the desire to leave were related. The findings suggest that broad and well-implemented reward practices help to keep the employees. In other words, money benefits are an important independent variable that affects employees' decision to stay with a company.

2.2.4 Career Opportunity

Boat et al (2021) found that matching career paths with individual interests for stable economic growth is an evidence of how important job opportunities are. Their study revealed that career development is very important for giving employees the skills they need to do well in today's fast-paced job market. The study which involved NJSC Toraighyrov University students showed how emotional intelligence, motivation, and communication skills are important in shaping career opportunities. This study indicates that job development is an important way to help employees grow and stay committed to their organizations.

When discussing about keeping employees, Miller and Wheeler (1992) argued that useful work and chances to move up are two most important things that affect an employee's decision to stay. Having important work makes employees more engaged and gives them a sense of contribution towards the organization, which lowers the

chance that they will leave. Furthermore, the evaluation factors used in reward and promotion systems have a big effect on people's plans to leave their jobs (Quarles, 1994). When employees see chances to move up in their careers, they are more likely to stay with the organization. These chances not only make people feel appreciated and thankful, but they also have a big impact on whether someone stays with the organization or quits.

2.3 Past Empirical Studies on Intention to Stay

In their study, Johari et al (2012) have tested how human resource management (HRM) practices affect employees' plans to stay with manufacturing companies in Peninsular Malaysia's Northern Region. The study tested four HRM practices such as training and development, career development, pay and benefits, and performance review on intention to stay among 184 employees. The study found that only pay and benefits have a positive effect on employees' decision to stay.

Interestingly, the data showed that training and development, which are usually thought to be very important for keeping employees, did not have a big effect on their decision to stay. These results go against what other studies have found. According to the study, younger employees, especially millennials, may value experience on the job more than official training. Similarly, job development opportunities were common, but they did not have a big effect on employees' decisions to stay. This could be because younger employees are more likely to be interested in trying new things. Pay and benefits, on the other hand, were found to be a major factor in employee retention, which is in line with previous study that

stressed how important perceived benefits are. Performance reviews, even though they were in place, did not seem to affect employees' plans to stay. This could be because younger employees did not see the point or expect to make a long-term commitment. According to the study's conclusion, companies should focus on making pay and perks as good as they can be to keep employees. It is suggested that more research be done in the future to extend the study in different fields and focus on factors other than HRM practices.

The Job Demands Resources Model (JD-R) was used in an empirical study by Sánchez-Cardona and Marrero-Centeno (2021). They are interested to investigate how meaningful work and work engagement affect the relationship between job resources and employees' desire to stay. A total of 217 employees from different organizations in Puerto Rico took part in this online survey involving cross-sectional study. The study found that job tools were positively related to meaningful work, and that meaningful work was also positively related to work engagement. The study also showed that job resources affect the decision to stay in a way that isn't directly linked to useful work or work engagement. This study gives us important new information about how motivation works in the JD-R model. It stresses how important meaningful work and engagement are for creating good work results, especially when it comes to keeping good employees. This means that creating jobs and work tactics that make people feel more engaged and connected is important for keeping employees (Sánchez-Cardona & Marrero-Centeno, 2021).

In their latest empirical study, Malik and Malik (2023) investigate how knowledge-sharing systems, job crafting, meaningful work, and workers' plans to stay at their current job affect each other using affective events and self-concept

theories. The study used Process and Hayes's macro process to look at the responses of 358 Generation Y employees in Indian IT companies who were surveyed at different times. The results showed strong connections between knowledge-sharing systems, job crafting, finding value in work, and employees' plans to stay, especially among Generation Y workers. It is important to note that the study showed that knowledge-sharing systems affect people's intentions to stay both directly and indirectly, through the processes of job making and meaningfulness in work. This study helps us learn more about how organizations' practices can affect their ability to keep young employees. It also gives professionals who want to keep Generation Y employees in the current competitive job market a useful approach (Malik & Malik, 2023).

Social Exchange Theory (SET) provides a valuable framework for understanding intention to stay in organizational contexts. According to Thibaut and Kelley (1959), SET explains how individuals weight the costs and rewards of their relationships and interactions within organizations. In the context of intention to stay, employees evaluate the benefits they receive from their organization such as career opportunities, job security, and workplace support, against the costs they incur such as workload, stress, and lack of advancement opportunities.

Research by Cropanzano and Mitchell (2005) supports the application of SET to intention to stay, suggesting that employees' decisions to remain with an organization are influenced by their perceptions of the rewards they receive and the costs they endure. For example, if employees perceive that their organization provides attractive benefits, opportunities for career advancement, and a supportive work environment, they are more likely intend to stay. Conversely, if employees

perceive that their organization lacks these rewards and imposes high costs, such as long hours or inadequate compensation, they may be more inclined to leave.

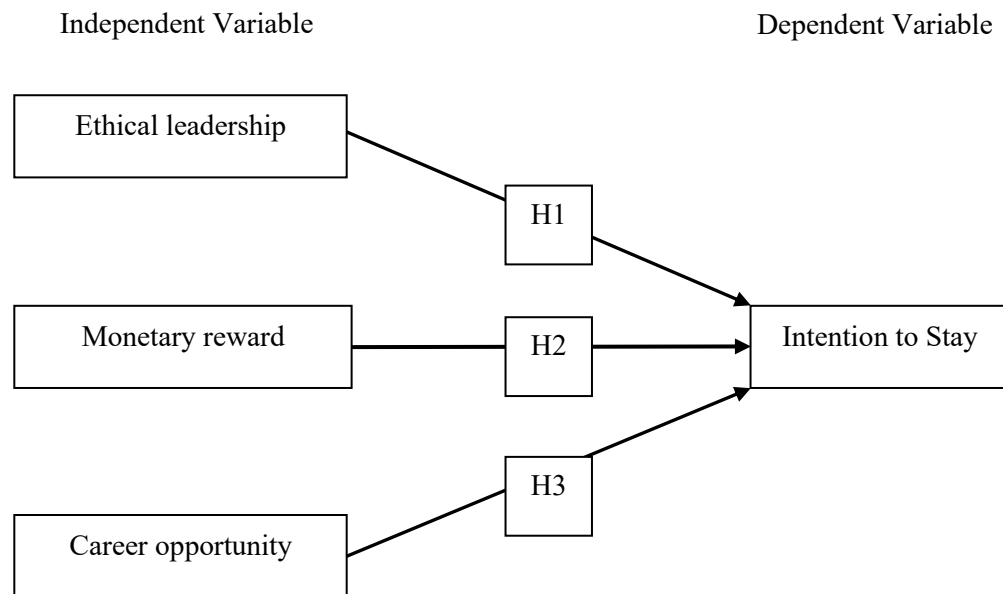
Additionally, Blau's (2017) perspective on social structures and social capital underscores the role of organizational culture and relationships in influencing intention to stay. Organizations that foster positive social networks, supportive leadership, and opportunities for employee development may enhance employees' intention to stay by providing valuable social resources and reinforcing a sense of belonging and commitment.

In summary, SET offers a comprehensive framework for understanding intention to stay by emphasizing the exchange dynamics between employees and their organizations. By considering the costs and rewards associated with organizational membership, SET helps elucidate the factors that influence employees' decisions to stay with or leave an organization.

2.4 Research Framework

The research framework proposed in this study is shown in Figure 2.1. It shows the relationship between ethical leadership, monetary reward, career opportunity and intention to stay. In this study, ethical leadership, monetary reward, and career opportunity are the independent variables, while intention to stay is the dependent variable.

Figure 2.1
Research Framework



2.5 Hypotheses Development

2.5.1 Relationship between Ethical Leadership and Intention to Stay

Hauer et al (2021) conducted a case study analysis to investigate the effect of leadership on keeping the employees. They specifically looked at East Asian multinational companies in the digital age. The study looked at how leadership styles affect employees' decisions to stay. The results indicate that ethical leadership is important for influencing employees' decisions to stay, but they also stress the need to think about specific factors in the workplace that may affect this relationship.

Ng and Salamzadeh's (2020) interested to know what factors influence Generation-Y employees in multinational businesses (MNCs) in Penang, Malaysia, want to stay with their current jobs. They specifically tested the effect of ethical leadership. The study's goal is to find out how responsible leadership, employee

rewards, and the desire to stay are related, showing important information in the Malaysian setting. A total of 138 Generation Y employees involved in this study. Surprisingly, ethical leadership did not relate with Generation Y employees' plans to stay at MNCs in Penang, Malaysia, which was different from what was first thought. This finding shows that ethical leadership may not be a good indicator of whether employees will stay in this situation.

But the study found that there was a positive relationship between employee rewards, especially pay and recognition (work appreciation), and the intention to stay. It was surprising that the factor of promotion did not have the same positive relationship. Because of this, pay and recognition were found to be mediating factors in the link between ethical leadership and the desire to stay among Generation Y employees.

Additionally, this study adds important information to our knowledge of how to retain employees in Malaysia, especially among Generation Y. The results show that there is a complex link between ethical leadership, employee rewards, and the desire to stay. This can help people come up with effective strategies to keep good employees, which is important for businesses. Overall, the link between ethical leadership and the desire to stay seems to be different between studies. This suggests that differences between individuals and the work environment may affect how employees think and decide whether to stay or not.

Based on the above discussion, the following hypothesis is proposed:

H1: There is a positive significant relationship between ethical leadership and intention to stay

2.5.2 Relationship between Monetary Reward and Intention to Stay

Hamdan (2013) has tested both monetary and non-monetary rewards to explore their effect on employees' decision whether to stay or to leave their organization. The study was tested on 370 respondents with more than two years of service. To understand how both monetary and non-monetary benefits affect employee retention, the study stresses on how important this is from a strategic point of view. This strategic point of view connects the study to bigger goals of the organization and helps us fully comprehend how rewards affect strategic aspects in retaining employees.

The study finds a link between the two, showing that monetary benefits have a bigger effect on the decision to stay than non-monetary factors. The findings indicate how important financial incentives are in retaining employees. Thus, it is suggested that financial institutions carefully add the reward systems to the general strategies. Focusing on monetary rewards and offering specific dimensions within both monetary and non-monetary categories helps organizational leaders make good strategies for retaining employees.

The study also stresses how important non-monetary benefits are along with monetary ones and calls for a more in-depth look at them. Organizations are told to pay close attention to intangible rewards because they play a big part in the overall structure of pay and perks. In the end, Hamdan's (2013) study shows that both monetary and non-monetary rewards can affect one's decision to leave a financial institution. The results give organizations useful advice on how to improve their strategies for keeping employees by creating well-thought-out award systems.

In other study, Wickramasinghe and Sajeevani's (2018) found that different rewards such as employee welfare facilities, incentives, and pay affect operational-

level employees' decisions to stay with three clothing companies in Biyagama, Sri Lanka. The main goal is to find out if financial rewards, especially employee pay, have a big effect on these employees' plans to stay with the organization. The study's goal is to find out if competitive and good financial incentives help organizations keep their employees. Data collected from 196 factory employees indicate that financial rewards, especially pay, have a big effect on operational-level employees' decisions to stay. These results support the idea that competitive and fair wages have a big impact on operational-level employees' plans to stay with the company. The fact that there is a good relationship between the two shows that competitive wages help clothing companies in Biyagama in retaining their employees. In the end, the study shows that benefits especially pay, help retain the employees.

Therefore, the following hypothesis is proposed:

H2: There is a positive significant relationship between monetary reward and intention to stay

2.5.3 Relationship between Career Opportunity and Intention to Stay

Mehmood et al (2018) studied the reasons why City Traffic Police Lahore officers wanted to stay: organizational justice or job growth. The study is mostly about the hypothesis about the connection between job opportunities (a part of career growth) and the decision to stay. The main question is whether the perception of job opportunities has a big effect on traffic cops' decision to stay with the City Traffic Police Lahore. A total of 224 traffic police involved in this study. The study found that except for procedural justice and professional ability development, all aspects of organizational justice and career growth including career chance had a big effect on

officers' decision to stay. The study showed that the speed of promotion was the most important factor. This means that officers' commitment to staying in their jobs is greatly affected by how quickly they think they will be promoted.

Based on Putri and Aldrin's (2019) study, it was found that there is a complex link between Generation Y employees' job expectations, how they see their careers, and their desire to stay in the public banking industry. The study mainly focused on the link between career opportunities, which are an important part of career growth, and employees' plans to stay. To find out more about this, the researchers used a detailed questionnaire to get information from 324 Generation Y employees in public banks. Key factors like job expectations, career perception, and the intention to stay were carefully looked at.

The study revealed interesting facts that showed how important job expectations are in shaping the first ideas that Generation Y employees have about their careers. The study also found a link between how employees see their career paths and their intention to stay, which suggests that how employees see their career paths has a big effect on how committed they are in staying with their current jobs.

One very important conclusion from the study is that people from Generation Y build their ideas about job paths based on what they expected before they started working. They actively look for information about possible employers because they are looking for work, and these expectations have a big impact on how they think about careers afterward. In addition, the study stressed how important it is to match employees' ideas about their careers with the reality of the workplace to keep them and make them more committed.

In short, Putri and Aldrin's (2019) study examine the complicated relationships between Generation Y employees' job expectations, career views, and their plans to

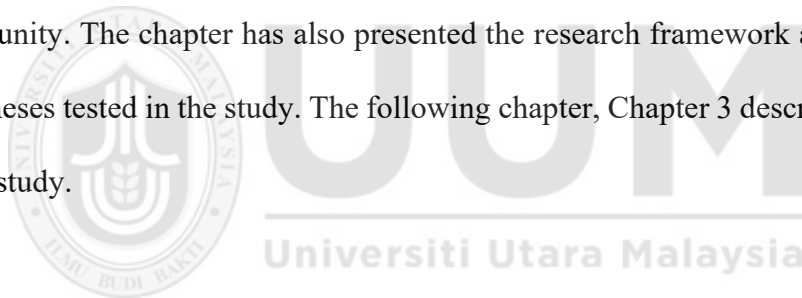
stay in the public banking sector. The study stresses how important it is to manage and understand the career expectations and perceptions of this group, especially when it comes to career prospects in building commitment and retaining employees.

Therefore, the following hypothesis is proposed,

H3: There is a positive significant relationship between career opportunity and intention to stay

2.6 Conclusion

This chapter has presented the discussion on past and existing empirical works in the areas of intention to stay, ethical leadership, monetary reward, and career opportunity. The chapter has also presented the research framework and the research hypotheses tested in the study. The following chapter, Chapter 3 describes the method of the study.



CHAPTER 3

METHODOLOGY

3.1 Introduction

Chapter three discusses the method for the study. The discussion begins with the research design and follows by the study population and sampling. The chapter also discussed on the development of the survey materials, the data collection procedures, and strategies for data analyses.

3.2 Research Design

According to Zikmund (2000), research design is the master plan that illustrates the methods and procedures used by researchers to collect and analyze the data. As for this study, a quantitative research design is utilized. The utilization of the quantitative research design is relevant to achieve the objectives of this study, which is to examine the direct relationship between the ethical leadership, monetary reward, career opportunity and intention to stay. Quantitative study has been applied by social researchers to interpret situations or issues affecting people (Ahmad et al., 2019). Furthermore, quantitative design is more suitable for this study as it allows the use of statistical-based methods for collecting and analyzing numerical data to comprehend the relationship between the variables (Creswell, 2003).

The unit of analysis is at the individual level involving auxiliary police working at UiTM. The primary data for this study were gathered through an online survey using Google form. Respondents' perception towards ethical leadership, monetary reward and career opportunity are taken as the basis for understanding their influence on

intention to stay. Therefore, taking individual as a unit of analysis seems suitable to test all the variables shown in the research framework.

Apart from that, the study was conducted in a natural environment where the researcher's interference was minimal. Conducting a study in a natural environment will create high external validity and the findings will be more robust, relevant, and comprehensive (Hair, Jr, et al., 2010; Zikmund, 2003).

Finally, this study utilized a cross-sectional design where the data was collected at one point of time. This design is simple, inexpensive and allows for data collection in a relatively short period.

3.3 Population and Sampling

3.3.1 Study Population

In this study, all auxiliary police who are currently working in UiTM were selected for the study population. According to the statistics reported by the Security Department UiTM, currently there are a total of 965 auxiliary police working in all UiTM campuses. Please refer to Table 3.1.

Table 3.1
Number of Auxiliary Police Working in UiTM

Num	UiTM Campuses	Total number of Auxiliary Police
1	Shah Alam (Main Campus)	120
2	Selangor	124
3	Perak	61
4	Pahang	56
5	Pulau Pinang	48
6	Kedah	36
7	Perlis	44
8	Kelantan	53

9	Terengganu	63
10	Negeri Sembilan	46
11	Melaka	71
12	Johor	49
13	Sabah	46
14	Sarawak	61
15	Leadership Centre UiTM	21
16	Hospital UiTM	66
TOTAL		965

3.3.2 Sample Size

A sample represents a set of respondents or individuals selected from a population (Salant & Dillman, 2004). As defined by Oribhabor and Anyanwu (2019), the sample is a selection of a smaller number of people from a population. A sample size is an important feature of any empirical research work to initiate the analysis or conclusions about a population. Therefore, an adequate sample size is needed to generalize the population.

In this study, the sample size was determined based on Krejcie and Morgan's (1970) table. Based on the population of 965, the sample size suggested by Krejcie and Morgan (1970) is 274, which indicated that 274 auxiliary police were needed to represent the entire study population. This sample size was in line with Roscoe's rule of thumb, where a sample larger than 30 and less than 500 was appropriate for most research.

3.3.3 Sampling Technique

This study employed a proportional stratified probability simple random sampling technique. Stratified random sampling denotes the segregation of the population into subgroups, while random sampling is extracted from every subgroup (Taherdoost, 2016). Subgroups could be formed based on gender, company size, branch, or occupation. For this study, the sampling frame is organized to represent the auxiliary police for each UiTM campuses. After that, the potential participant will be selected randomly from each campus through the sampling frame.

As argued by Sekaran and Bougie (2013), a proportionate stratified sampling technique is suitable for a study that contains a stratum and a higher number of organizations to achieve more representations. This technique aims to ensure that each stratum is sufficiently represented (Ackoff, 1953). Therefore, this sampling technique is suitable to be applied in this study as auxiliary police are located in several UiTM campuses in Malaysia, and the stratified sampling could create an opportunity for each stratum to be represented.

Table 3.2 presents the sample size for each UiTM campus involved in this study. The stratum formula adopted from Hayes (2020) was applied to achieve the suggested 274 respondents for this study, which is as follows:

Sample size for each UiTM campuses = (Sampling target / number of population) x stratum size

Table 3.2
Sample Size for Each UiTM Campuses

UiTM Campuses	Population / Stratum Size	Stratum Formula	Sample Size
Shah Alam (Main Campus)	120	$(274/965)*120$	34
Selangor	124	$(274/965)*124$	35
Perak	61	$(274/965)*61$	17
Pahang	56	$(274/965)*56$	16
Pulau Pinang	48	$(274/965)*48$	14
Kedah	36	$(274/965)*36$	11
Perlis	44	$(274/965)*44$	12
Kelantan	53	$(274/965)*53$	15
Terengganu	63	$(274/965)*63$	18
Negeri Sembilan	46	$(274/965)*46$	13
Melaka	71	$(274/965)*71$	20
Johor	49	$(274/965)*49$	14
Sabah	46	$(274/965)*46$	13
Sarawak	61	$(274/965)*61$	17
Leadership Centre UiTM	21	$(274/965)*21$	6
Hospital UiTM	66	$(274/965)*66$	19
TOTAL	965		274

3.4 Operational Definitions and Measurements

3.4.1 Intention to Stay

Intention to stay is the dependent variable in this study. It is operationalized as intention of the employees to stay with the organization (Coombs, 2009). Intention to stay is measured using 6 items where 3 items were adapted from Coombs (2009) and

another 3 items were adapted from Stassen and Ursel (2009). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the intention to stay statements. The intention to stay items were showed in Table 3.3.

Table 3.3
Intention to Stay Items

Variable	Operational definition	Items	Authors
Intention to Stay	Employees intention to stay with the organization	1. I have the desire and intend to remain working at this university 2. I plan to continue working for this university in the future 3. For me, continuing to work for this university is very likely 4. I expect to work at my present university for as long as possible 5. Barring unforeseen circumstances, I would remain in this university 6. If I were completely free to choose, I would prefer to continue working in this university	Coombs (2009) & Starssen & Ursel (2009)

3.4.2 Ethical Leadership

Ethical leadership is the first independent variable in this study. It is operationalized as honesty and integrity, enforce ethical standards, fairness in decisions and the distributions of rewards and behavior that show kindness and compassion (Yulk et al., 2013). Ethical leadership is measured using 15 items adapted from Yulk, et al. (2013). The items include aspects such as integrity, honesty, fairness, statement of ethical values, altruism and providing ethical guidance's. Participants rated their degree of agreement with the ethical leadership statements based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree. The ethical leadership items were showed in Table 3.4.

Table 3.4
Ethical Leadership Items

Variable	Operational definition	Items	Authors
Ethical leadership	Perceptions of employees towards their leader in terms of integrity, honesty, justice, a declaration of ethical principles, selflessness and offering moral counsel	1. My leader shows a strong concern for ethical and moral values	Yukl et al. (2013)
		2. My leader communicates clear ethical standards for members	
		3. My leader shows an example of ethical behaviour in his/her decisions and actions	
		4. My leader is honest and can be trusted to tell the truth	
		5. My leader keeps his/her actions consistent with his/her stated values	

6. My leader is fair and unbiased when assigning tasks to members
 7. My leader can be trusted to carry out promises and commitments
 8. My leader insists on doing what is fair and ethical even when it is not easy
 9. My leader acknowledges mistakes and takes responsibility for them
 10. My leader regards honesty and integrity as important personal values
 11. My leader shows an example of dedication and self-sacrifice for the organization
 12. My leader opposes the use of unethical practices to increase performance
 13. My leader is fair and objective when evaluating member performance and providing rewards
 14. My leader puts the needs of others above his/her own self-interest
 15. My leader holds members accountable for using ethical practices in their work
-



UUM
Universiti Utara Malaysia

3.4.3 Monetary Reward

Monetary rewards are the second independent variable. Monetary rewards were measured by two dimensions - basic salary and bonuses. Basic salary was measured by 4-items developed by Heneman and Shwab (1985). While bonuses were measured by 3-items adapted from Sturman and Short (2000). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the monetary rewards statements. The monetary rewards items were shown in Table 3.5.

Table 3.5
Monetary Rewards Items

Variable	Dimensions	Operational Definitions	Items	Author
Monetary Rewards	Basic salary	Employees' satisfaction towards amount of basic salary	1. I am satisfied with my basic salary 2. I am satisfied with the total of my current salary 3. I am satisfied with my overall pay including allowances and other monetary incentives (gross salary) 4. I am satisfied with my total take home pay (net salary)	Heneman & Shwab (1985)
	Bonuses	Employees' satisfaction towards bonuses	1. I am satisfied with the total of my most recent bonus 2. I am satisfied with the total bonuses I	Sturman & Short (2000)

typically
received in the
past

3. I am satisfied
with how my
bonuses are
determined

3.4.4 Career Opportunity

Career opportunity is the third independent in this study. It is operationalized as employees' perceptions with regards to the degree to which his / her work assignments and job opportunities that match their career interests and goals are available within their current organization (Kraimer et al., 2011). Career opportunity was measured by 3-items adapted from Kraimer et al (2011). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the career opportunity statements. The career opportunity items were showed in Table 3.6.

Table 3.6
Career Opportunity Items

Variable	Operational Definitions	Items	Author
Career Opportunity	Employees' perceptions with regards to the degree to which his / her work assignments and job opportunities that match their career interest and goals are available within their current organization	1. There are career opportunities within my university that are attractive to me 2. There are job opportunities available within my university that are of interest to me 3. My university offers job opportunities that match my career goals	Kraimer et al., (2011)

3.5 Layout of Questionnaire

Since work in Malaysia is carried out in both English and Bahasa Malaysia, all materials prepared for the participants were provided in both English and Bahasa Malaysia. Participants were given the choice between the two versions so that they could express their ideas freely. All the participants in this study chose the Bahasa Malaysia version. The survey material that was used in this study is shown in Appendix A and Appendix B.

The questionnaire consists of 5 sections. Section one asked about intention to stay and there are 6 items. In section two of the questionnaire, there are 15 items on ethical leadership. Section three consists of 7 items on monetary reward. Section four consists of 3 items on career opportunity. The final section, section five sought the demographic characteristics of the participating auxiliary police, and their respective organization. This information is necessary to show that the sample is representative and to ensure that generalizations to the wider population of auxiliary police can be made.

3.6 Data Collection Procedure

3.6.1 Pre-test

The validity of instruments describes the degree to which it measures what is supposed to be measured (Abbot & Bordens, 2011). Content validity clarifies the logic behind the scale of what is intended to be measured (Zikmund, 2003). As argued by Sekaran and Bougie (2013), content validity estimates the relationship between set of items and concepts through expert's evaluation and pre-testing. Having a satisfying

content validity is crucial as it gives affirmation to the researcher and the whole study in general. In this study, the content validity of the questionnaire was validated by the supervisor and two other academicians who are expert in the area (Assoc. Prof Dr Norizan Azizan and Dr Annuar Aswan Mohd Noor). Once the content of the questionnaire for all the variables of this study is approved, a pilot study was conducted.

3.6.2 Pilot Study

Saunders et al (2009) suggested that carry out a pilot study before the actual data collection is useful. It is done by testing and checking the questionnaire on a small sample of the subjects. The purpose of conducting a pilot study is to achieve a flawless questionnaire so that it would be possible for the researcher to take all the necessary modifications after the pilot study

In this study, a pilot study has been conducted on 30 auxiliary police and the internal consistency reliabilities (Cronbach's Alpha) of the research measures are reported in Table 3.7. As shown in Table 3.7, all variables have satisfactory reliability values ranging from .777 to .978. Also, no changes is required to the questionnaire.

Table 3.7
Reliability Analysis on Pilot Study

Variables	Number of Items	Cronbach's Alpha
1. Intention to stay	6	0.968
2. Ethical Leadership	15	0.978
3. Monetary Reward	7	0.965
4. Career Opportunity	3	0.777

3.6.3 Actual Data Collection

The actual data collection was conducted from 5 January 2024 to 14 February 2024 after the validation of the survey questions through content validity, and pilot study and approval given by the Chief Police Auxiliary. The data were collected online where each potential respondent received the survey question through their official email address in which the link to the Google form was provided. Each respondent received information sheet that briefly explained the study and the questionnaire. All respondents were informed and reminded that their participation was completely voluntary and their responses were treated with the strictest confidentiality. They were allowed to withdraw from the study at any time and not complete the questionnaire without prejudice. The completion and return of the questionnaire were taken as the indication that the participants agreed to participate.

3.7 Data Analysis Strategy

The data analysis strategy is a way to measure, process, and analyze data to test hypotheses. Data collected for this study were analyzed using SPSS (version 29) program for Windows. Before conducting the primary analyses, the data were first examined for data entry accuracy, outliers, and distributional properties.

3.7.1 Descriptive Analysis

Descriptive analysis refers to statistically describing, aggregating, and presenting the constructs of interest or associations between these constructs. It is a method to describe the basic features of the data in research and these include the

minimum, maximum, mean, and standard deviation of a sample (Sekaran, 2003). As for this study, these categories of data help the researcher to summarize the variables of interest and provide a quick summary of the demographic characteristics of respondents participated in this study. Among the demographic characteristics asked in the questionnaire include gender, age, marital status, highest academic qualification, monthly income, length of employment, and position.

3.7.2 Correlation Analysis

Correlation analysis was conducted to explain the strength and direction of the linear relationship between two variables. The ideal correlation of 1 or -1 indicates that the value of one variable can be determined accurately by knowing the value of the other variable. Therefore, to determine the strength of the relationship between the variables in this study, the correlation technique was conducted to understand the direction of the relationship and amount of correlation between the independent variables (ethical leadership, monetary reward, career opportunity), and dependent variable (intention to stay). To interpret the value between 0 (no relationship) and 1 (perfect relationship), Cohen's (1988) suggestion is followed. The relationship is said to be small, when the value of r is between ± 0.1 to ± 0.29 , medium when r value is between ± 0.30 to ± 0.49 , and the strength is large when r value is between ± 0.50 and above.

3.7.3 Multiple Regression Analysis

The purpose of conducting a multiple regression in this study is to determine the predictive power of the independent variables (ethical leadership, monetary reward, career opportunity) toward the dependent variable (intention to stay). Multiple regression analysis is a statistical technique used to analyze the relationship between a single dependent (criterion) variable and several independent (predictor) variables. Each independent variable is weighted by the regression analysis procedure to ensure maximal prediction from the set of independent variables. According to Hair, Jr et al (2010), this set of weighted independent variables forms the regression variate linear combination of the independent variables that best predicts the dependent variable. This analysis is important because it can forecast future outcomes.

3.8 Conclusion

This chapter has explained the research method and strategy for the study. It described the research design, the selection of the respondents, development of the questionnaire, and the data collection procedure. This chapter also briefly explains the adoption of several analyses such as correlation and multiple regression analysis to test the research hypotheses. The results of the study are reported in Chapter 4.

CHAPTER 4

FINDINGS

4.1 Introduction

Chapter 4 reports results of the study. The chapter begins by reporting the response rate and the data screening process. It then presents the demographic characteristics of the participants and followed by descriptive analysis results. The discussions end with a report on correlation analysis and regression analysis.

4.2 Response Rate

As discussed in Chapter 3, data for this study were collected through an online questionnaire. A total of 274 questionnaires were distributed through participants' personal email using Google form between 05 January 2024 and 14 February 2024. At the end of the survey period, a total of 274 questionnaire were returned, yielding a return rate of 100%.

4.3 Data Screening

Data collected for this study were first examined for data entry accuracy, outliers, and distributional properties before conducting primary analyses. Data screening was conducted by examining basic descriptive statistics and frequency distributions. This procedure is important in the earlier steps as it affects the decisions taken in the steps that follow. The procedures comprise four assumptions: identification of missing data, outliers, normality, linearity, and homoscedasticity.

The data were carefully examined for any missing information. Based on descriptive results, no missing information were found. However, three cases were found to be outlier (47, 120, 125). Since the mean values of these cases were not different to the remaining distribution, these cases were not excluded from the datasets for further analysis. Normality test is conducted using skewness and kurtosis. Hair et al (2010) and Bryne (2010) argued that data is considered normal if skewness is between -1 to +1 and kurtosis is between -3 to +3. Results in Table 4.1 indicate that the data appeared to have a normal distribution.

Table 4.1
Result of Normality Analysis

	Variables	Skewness	Kurtosis	Kolmogorov-Smirnov	Shapiro-Wilk
1	Intention to Stay	-1.156	0.925	0.285	0.769
2	Ethical Leadership	-0.800	0.4216	0.142	0.892
3	Monetary Reward	-0.522	-0.427	0.151	0.939
4	Career Opportunity	-0.346	-0.173	0.224	0.870

As for linearity and homoscedasticity, results for all variables through the scatter plot diagrams indicates no evidence of nonlinear patterns and a visual inspection of the distribution of residuals suggested an absence of heteroscedasticity for the variables.

Regarding the multicollinearity, the results showed that the tolerance values were between 0.640 and 0.697, and the variance inflation factor (VIF) value ranged from 1.435 to 1.562. Given that the tolerance value is substantially greater than 0.10 and the VIF value is less than 10, indicates the multicollinearity was not a problem.

4.4 Demographic Characteristic of the Participants

Table 4.2 showed detail descriptive statistics of the participants' demographic characteristics. The descriptive results indicate that 79.9% of the 274 participants in this survey were males. Most of the participants (45.6%) were age between 31 to 40 years old. Out of 274 participants, 83.9% were married. With regards to highest academic background, majority of the participants in this survey (71.2%) had SPM / MCE. Most of the participants (32.7%) had a monthly income between RM2001 and RM2500. In terms of length of employment, 79.2% of the participants had served their organizations more than 7 years. Finally, out of 274 participants, 51.5% were in grade KP11.

Table 4.2
Demographic Characteristic of the Participants (n=274)

Demographic	Frequency	Percentage
Gender		
Male	219	79.9
Female	55	20.1
Age		
20 years and below	0	0
21-30 years	27	9.9
31-40 years	125	45.6
41-50 years	87	31.8
≥ 51 years	35	12.8
Marital Status		
Single	35	12.8
Married	230	83.9

Divorced / Separated / Widowed	9	3.3
Highest Academic Qualification		
SRP / PMR	22	8
SPM / MCE	195	71.2
STPM	9	3.3
Certificate	15	5.5
Diploma	19	6.9
First Degree	12	4.4
Master degree/ PhD	1	0.4
Others	1	0.4
Current Monthly salary		
RM 1500 – RM 2000	85	30.9
RM 2001 – RM 2500	90	32.7
RM 2501 – RM 3000	58	21.1
RM 3001 – RM 3500	26	9.5
RM3501 – RM 4000	11	4
More than RM 4001	5	1.8
Length of Employment		
More than 6 months	7	2.6
1 - 3 years	28	10.2
4 - 7 years	22	8
More than 7 years	217	79.2
Position (Grade)		
KP11	141	51.5
KP14	105	38.3
KP16	5	1.8
KP19	5	1.8
KP22	3	1.1
KP29	6	2.2

KP32	4	1.5
KP41	2	0.7
KP44	3	1.1

4.5 Descriptive Analysis of Variables

A descriptive analysis that comprises the mean, standard deviation, and variance was conducted to illustrate how each variable was perceived by the participants. As shown in Chapter 2, four constructs were proposed in the research framework and these include intention to stay, ethical leadership, monetary reward, and career opportunity. All constructs were measured using a five-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree).

As shown in Table 4.3 the maximum score for four constructs amounted to 5.00. Meanwhile, the minimum score for all constructs varied from 1.00 to 2.00. The lowest minimum score of 1.00 was recorded for ethical leadership and monetary reward constructs, while the highest minimum score was recorded for intention to stay constructs with a score of 2.00.

It was also discovered that three constructs (intention to stay, ethical leadership and career opportunity) show high mean score (ranging from 4.094 to 4.524) indicated that the participants incline to agreeableness for those variables. In addition, monetary reward was recorded as the closest representative of the mean with the nearest variance of 1.111. Table 4.3 presents detailed information on the tested constructs for this study.

Table 4.3
Descriptive Statistics of Constructs

Constructs	N	Min	Max	Mean	Standard deviation	Variance
Intention to Stay	274	2	5	4.524	0.602	0.362
Ethical Leadership	274	1	5	4.094	0.833	0.694
Monetary Reward	274	1	5	3.560	1.054	1.111
Career Opportunity	274	1.67	5	4.128	0.680	0.462

Table 4.4 showed descriptive analysis for each of ethical leadership items. In general, the results indicate high level of agreement with each of the ethical leadership items asked where the means are ranged from 3.945 to 4.215. As shown in Table 4.4, the “*My leader shows a strong concern for ethical and moral values*” statement has the highest mean.

Table 4.4
Descriptive Analysis of Ethical Leadership Items

	Items	Min	Max	Mean	Std. Dev
1	My leader shows a strong concern for ethical and moral values.	1	5	4.215	0.830
2	My leader communicates clear ethical standards for members.	1	5	4.190	0.856
3	My leader shows an example of ethical behaviour in his/her decisions and actions.	1	5	4.117	0.873
4	My leader is honest and can be trusted to tell the truth.	1	5	4.120	0.871
5	My leader keeps his/her actions consistent with his/her stated values.	1	5	4.088	0.893

6	My leader is fair and unbiased when assigning tasks to members.	1	5	4.036	0.971
7	My leader can be trusted to carry out promises and commitments.	1	5	4.077	0.917
8	My leader insists on doing what is fair and ethical even when it is not easy.	1	5	4.073	0.939
9	My leader acknowledges mistakes and takes responsibility for them.	1	5	4.000	0.961
10	My leader regards honesty and integrity as important personal values.	1	5	4.164	0.872
11	My leader shows an example of dedication and self-sacrifice for the organization	1	5	4.058	0.920
12	My leader opposes the use of unethical practices to increase performance.	1	5	4.146	0.865
13	My leader is fair and objective when evaluating member performance and providing rewards.	1	5	4.018	0.962
14	My leader puts the needs of others above his/her own self-interest.	1	5	3.945	0.965
15	My leader holds members accountable for using ethical practices in their work.	1	5	4.160	0.827

Table 4.5 showed descriptive analysis for monetary reward items. The results indicate average level of agreement with all the items where the means ranged from 3.420 to 3.800. The “*I am satisfied with the total of my most recent bonus*” statement received highest level of agreement from the participants where the mean is 3.800 and the standard deviation is 1.038.

Table 4.5
Descriptive Analysis of Monetary Reward Items

	Statement	Min	Max	Mean	Std. Dev
1	I am satisfied with my basic salary	1	5	3.500	1.202
2	I am satisfied with the total of my current salary	1	5	3.510	1.202
3	I am satisfied with my overall pay including allowances and other monetary incentives (gross salary)	1	5	3.490	1.187
4	I am satisfied with my total take-home pay (net salary)	1	5	3.420	1.197
5	I am satisfied with the total of my most recent bonus	1	5	3.800	1.038
6	I am satisfied with the bonus amount that I used to receive before	1	5	3.570	1.169
7	I am satisfied with the way my bonus was determined	1	5	3.620	1.116

Descriptive analysis for career opportunity items is shown in Table 4.6. The results indicate high level agreement with all the items where the means ranged from 4.120 to 4.140. The “*There are job opportunities available within my university that are of interest to me*” statement received highest level of agreement from the participants where the mean is 4.140 and the standard deviation is 0.731.

Table 4.6
Descriptive Analysis of Career Opportunity Items

	Statement	Min	Max	Mean	Std. Dev
1	There are career opportunities within my university that are attractive to me	1	5	4.130	0.734
2	There are job opportunities available within my university that are of interest to me	2	5	4.140	0.731
3	My university offers job opportunities that match my career goal	2	5	4.120	0.727

4.6 Correlation Analysis

Table 4.7 presents the means, standard deviations, and Pearson correlations of variables for the 274 participants. The internal consistency reliabilities (Cronbach's Alpha) of the research measures are reported in parenthesis along the diagonal of the correlation table. As shown in Table 4.7, the Cronbach's alpha for ethical leadership was 0.988, monetary reward was 0.965, career opportunity was 0.922 and intention to stay was 0.951.

Table 4.7 revealed significant positive relationship between ethical leadership and intention to stay ($r = .432, p < .01$), suggesting that the more ethical the leader, the more they will stay with the organization. Also, there were significant positive relationships between monetary reward and intention to stay ($r = .280, p < .01$). The results imply that the higher the monetary reward, the higher the intention to stay with the organization. Significant positive relationship also was found between career opportunity and intention to stay ($r = .387, p < .01$). The results indicate that the more the organization provide with career opportunity, the more they will stay with the organization.

Table 4.7*Descriptive Statistics, Scale Reliabilities, and Correlations of Variables*

	Variables	N	Mean	Std. Dev	1	2	3	4
1	Ethical Leadership	274	4.094	0.833	(0.988)			
2	Monetary Reward	274	3.560	0.833	0.455**	(0.965)		
3	Career Opportunity	274	4.128	1.054	0.502**	0.521**	(0.922)	
4	Intention to Stay	274	4.524	0.602	0.432**	0.280**	0.387**	(0.951)

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

4.7 Multiple Regression Analysis

As shown in Table 4.8, 22.6% ($R^2=0.226$, $F=26.282$, $p<0.01$) of the variance in intention to stay was significantly explained by ethical leadership, monetary reward, and career opportunity. In the model, ethical leadership ($\beta=0.312$, $p<0.01$), and career opportunity ($\beta=0.217$, $p<0.01$) were found significantly positively related to intention to stay. Therefore, Hypotheses 1 and 3 were supported. The results suggest that employee's intention to stay can be increased by having more ethical leader and have more career opportunity in the organization. Interestingly, monetary reward was found not significant to influence the employee to stay with the organization.

Table 4.8
Multiple Regression Analysis

Independent Variable	Dependent Variable (Intention to Stay)	t	Significant (p)	Collinearity Statistics	
	(Standardize coefficient) Beta			Tolerance	VIF
Ethical leadership	0.312	4.864	0.000**	0.697	1.435
Monetary rewards	0.025	0.388	0.699	0.679	1.474
Career opportunity	0.217	3.247	0.001**	0.640	1.562
F Value	26.282				
R ²	0.226				
Adjusted R ²	0.217				
Durbin Watson	1.957				

Note: *p<0.05, **p<0.01

In short, the analysis technique used in this study such as multiple regression has able to answer the research objectives and test the proposed hypotheses. Table 4.9 presents the summary of the hypotheses testing.

Table 4.9
Summary of Hypotheses Testing

Hypotheses	Statement	Findings
H1	There is a positive significant relationship between ethical leadership and intention to stay	Supported
H2	There is a positive significant relationship between monetary reward and intention to stay	Not Supported
H3	There is a positive significant relationship between career opportunity and intention to stay	Supported

4.8 Conclusion

This chapter described the demographic characteristics of the 274 participants, the results of the correlation, and regression analyses. The results showed that ethical leadership and career opportunity were positively significantly related to intention to stay. These research findings are discussed in the next chapter, Chapter 5.



CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

Chapter 5 discusses the findings of the study in view of literature reviewed on intention to stay and the hypotheses developed in Chapter 2. The findings reported in this study elaborates and extends prior research on intention to stay. The findings, as presented in Chapter 4, are discussed in the sections below. There are several contributions that can be drawn from the study.

5.2 Summary of the Research

Based on the research problem reviewed, this study was conducted to investigate factors that contribute to the intention to stay among auxiliary police working in UiTM. Three independent variables namely ethical leadership, monetary reward, and career opportunity were tested against intention to stay.

This study was a cross-sectional study that employed an online survey method to collect the data. A 5-point Likert scale was used as a standard measurement scale to determine how strongly the respondents agreed or disagreed with the statements provided in the questionnaire. Proportional stratified probability simple random sampling technique was used to systematically select individual auxiliary police, in which the respondents were selected randomly and anonymously from each UiTM campuses.

Multiple regressions analysis was conducted to test hypotheses 1, 2, and 3 which is to test the direct relationship between ethical leadership, monetary reward, career opportunity and intention to stay. The findings revealed that ethical leadership and career opportunity were positively related to intention to stay which provide support for hypotheses 1 and 3. However, monetary reward was found not related to the auxiliary police's intention to stay.

5.3 Relationship between Ethical Leadership and Intention to Stay

As predicted, ethical leadership was found related to intention to stay. This finding indicates that having ethical leader in the organization do motivate people to stay. The current findings support previous study such as a study conducted by Ng and Salamzadeh (2020) where ethical leadership was found related to intention to stay when tested on Gen-Y workforce in multinational corporation in Penang.

Logically, people are happy working in a very positive and ethical environment with leaders who prevents unethical shortcuts and encourage hard and honest efforts in achieving organization success. Besides, an ethical leader is not afraid of criticism, mistakes, and suggestions. This attitude makes employees feel appreciated and heard, which increases their job satisfaction and motivates them to stay in the organization. In fact, employees gain confidence in leaders and organizations when leaders demonstrate transparency in their actions and decisions. This is important to encourage employee to remain in the organization.

5.4 Relationship between Monetary Reward and Intention to Stay

It was hypothesized that monetary reward relates to intention to stay. However, the current findings show the opposite. In the past, monetary reward was found as one of the motivating factors that motivate people to stay. Study conducted by Md Zain (2012) for example, found that salary and bonus significantly affect information technology skilled workers' intention to stay in the ICT companies. However, the current findings indicate that offering monetary reward to employee is not a guarantee that they will stay in the organization especially in the context of auxiliary police. One of the reasons might due to fact that the participants realized UiTM as a public university is bound by the government financial system. Thus, the amount received might not as attractive as expected compared to the private sector. In fact, majority of the respondents in this study have a monthly income between RM2001 and RM2500. In the government sector, pay structures and raises are usually standard. The current findings empirically indicate that using monetary reward as a strategy to attract people to stay with the organization especially in the government sector might not be the best since the financial system mainly controlled by the government. Thus, this fact might weaken the link between monetary reward and the decision to remain with the organization.

5.5 Relationship between Career Opportunity and Intention to Stay

Career opportunity was found related to intention to stay as expected. This finding provide support to past empirical studies that showed how career opportunity can influence people to stay in the organization (e.g., Divyashree & Jayanna, 2019).

In this study, career opportunity refers to employees' perceptions with regards to the degree to which his / her work assignments and job opportunities that match their career interests and goals are available within their current organization. Logically, people will stay when they perceive they have future with the organization. Having clear professional growth paths inside the organization, including periodic promotions and responsibilities, provide employees the optimism and drive to stay. Employees feel appreciated when their efforts and accomplishments are recognized, pushing them to keep working. Meanwhile, career opportunity portrays job security and structured development paths which provide employees with confidence in their future that will increase their intention to stay.

5.6 Contribution of the Study

5.6.1 Contribution towards Knowledge

The current findings have contributed to the current body of knowledge on intention to stay in several ways. First, findings from the current study have given new empirical evidence on the relationship between ethical leadership, monetary reward, career opportunity and intention to stay when tested among auxiliary police. For example, even though in the past, monetary reward was found to be one of the factors that encourage people to stay in the organization, this study showed the opposite. Thus, the current study indicates inconclusive findings on the role of monetary reward on people's intention to stay with the organization especially when involving public sector.

Secondly, since not many studies have look at retention issues among auxiliary police in a Malaysian context, the findings give significant input especially in the arm

forces context. The current findings imply that having an ethical leader and more opportunity for career advancement tend to attract employees especially in this context, the auxiliary police to stay with the organization. Interestingly, when monetary rewards and career opportunity were tested together, career opportunity has been found to be more attractive and motivate people to stay. This is another contribution of this study. Thus, the current findings may provide new insights regarding retention issues especially among auxiliary police in Malaysia.

5.6.2 Contribution towards Practice

The current research findings have several contributions towards the management in addressing retention issues among the auxiliary police. The results imply that between monetary rewards and career opportunity, career opportunity has greater influence to motivate employees to stay with the organization. Therefore, management of the Auxiliary Police Department at UiTM need to relook at the current practice relating to career opportunity. The empirical findings confirmed that among the auxiliary police, career opportunity seems to be more important as compared to monetary reward and has been one of the factors that influence their intention to stay with the organization. The empirical findings also showed that people tend to have high intention to stay with the organization when they have leader with high ethical values demonstrating strong moral principles. Therefore, fostering ethical leaders in the organizations with traits such as fairness, accountable, can be trusted, honest, respect others and being equal may help in addressing the retention issues in the organization.

5.7 Limitations and Direction for Future Study

The research design adopted in this study has some limitations that might influence the interpretations and generalizations of the findings. These issues are discussed next.

The study was aimed at understanding the influence of ethical leadership, monetary reward, and career opportunity on auxiliary police's intention to stay, but the study was conducted in one public university only. The study does not include other public and private universities. Thus, the findings only captured perceptions of auxiliary police from one public university regarding factors that might influence their intention to stay with the university. Therefore, this study can be extended in the future by including auxiliary police from other public and private universities in the effort to explore the influence of ethical leadership, monetary reward and career opportunity which might offers greater understanding on the issues of retention among auxiliary police.

Apart from that, this study only tested three variables namely, ethical leadership, monetary reward, and career opportunity in the effort to understand auxiliary police's intention to stay. Since these factors only contribute 22.6% of the variance in intention to stay, this provides opportunity for future research to explore other potential variables to further extend the understanding of retention issues among auxiliary police.

This study adopted quantitative approach with cross-sectional design. With this approach, the study cannot answer the question of why monetary reward was not able to influence auxiliary police to stay with the organization. This can be explored by utilizing qualitative approach where interview can be conducted.

In short, even there are some limitations related to the approach used and given the exploratory nature of the study, the results provide useful findings that should be interest of both researchers and practitioners.

5.8 Conclusion

This study was conducted to investigate factors that might relate to intention to stay among auxiliary police. The main concern is on the role of ethical leadership, monetary reward, and career opportunity. In this study, ethical leadership and career opportunity were found positively related to intention to stay. The findings indicate that having an ethical leader would motivate people to stay with the organization, at least among the auxiliary police. Also, people are more likely to stay with their organization when there are ample opportunities for career growth. With these new insights, it is hoped that a more complete understanding of the influence of these factors can be achieved in addressing retention issues.

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APPENDICES





A STUDY ON INTENTION TO STAY

Dear Participant,

Thank you for agreeing to participate in this research.

I would appreciate it if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. It will take no longer than 30 minutes to complete the questionnaire. All answers will be treated with strict confidence and will be used for the purpose of the study only.

If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,

Sokri Bin Sulaiman

Postgraduate Student

School of Business Management

Universiti Utara Malaysia

Email: sokri782@uitm.edu.my

HP: 0125892046

SECTION ONE

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
ITS1I have the desire and intend to remain working at this university	1	2	3	4	5
ITS2 I plan to continue working for this university in the future	1	2	3	4	5
ITS3 For me, continuing to work for this university is very likely	1	2	3	4	5
ITS4 I expect to work at my present university for as long as possible	1	2	3	4	5
ITS5 Barring unforeseen circumstances, I would remain in this university	1	2	3	4	5
ITS6 If I were completely free to choose, I would prefer to continue working in this university	1	2	3	4	5

SECTION TWO

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EL1 My leader shows a strong concern for ethical and moral values.	1	2	3	4	5
EL2 My leader communicates clear ethical standards for members.	1	2	3	4	5
EL3 My leader shows an example of ethical behaviour in his/her decisions and actions.	1	2	3	4	5
EL4 My leader is honest and can be trusted to tell the truth.	1	2	3	4	5
EL5 My leader keeps his/her actions consistent with his/her stated values.	1	2	3	4	5
EL6 My leader is fair and unbiased when assigning tasks to members.	1	2	3	4	5
EL7 My leader can be trusted to carry out promises and commitments.	1	2	3	4	5
EL8 My leader insists on doing what is fair and ethical even when it is not easy.	1	2	3	4	5
EL9 My leader acknowledges mistakes and takes responsibility for them.	1	2	3	4	5
EL10 My leader regards honesty and integrity as important personal values.	1	2	3	4	5

EL11 My leader shows an example of dedication and self-sacrifice for the organization	1	2	3	4	5
EL12 My leader opposes the use of unethical practices to increase performance.	1	2	3	4	5
EL13 My leader is fair and objective when evaluating member performance and providing rewards.	1	2	3	4	5
EL14 My leader puts the needs of others above his/her own self-interest.	1	2	3	4	5
EL15 My leader holds members accountable for using ethical practices in their work.	1	2	3	4	5



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SECTION THREE

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
R1 I am satisfied with my basic salary	1	2	3	4	5
R2 I am satisfied with the total of my current salary	1	2	3	4	5
R3 I am satisfied with my overall pay including allowances and other monetary incentives (gross salary)	1	2	3	4	5
R4 I am satisfied with my total take home pay (net salary)	1	2	3	4	5
R5 I am satisfied with the total of my most recent bonus	1	2	3	4	5
R6 I am satisfied with the total bonuses I typically received in the past	1	2	3	4	5
R7 I am satisfied with how my bonuses are determined	1	2	3	4	5

SECTION FOUR

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
CO1 There are career opportunities within my university that are attractive to me	1	2	3	4	5
CO2 There are job opportunities available within my university that are of interest to me	1	2	3	4	5
CO3 My university offers job opportunities that match my career goals	1	2	3	4	5



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PERSONAL INFORMATION

***This part contains few demographic information pertaining to yourself.
Please tick (✓) in the box or write your response in the space provided.***

1. My gender:

☐

Male

☐

Female

2. My age:

☐

Below 20 years old

☐

21 – 30 years old

☐

31 – 40 years old

☐

40 – 50 years old

☐

50 years old and above

3. My marital status:

☐

Single

☐

Married

☐

Divorced / Separated / Widowed

4. My highest academic qualification:

☐

SRP

☐

Diploma

☐

SPM

☐

First Degree

☐

STPM

☐

Master Degree

☐

Sijil

☐

Lain-lain: _____

5. My current monthly salary:

☐

RM1500 – RM2000

☐

RM3001 – RM3500

☐

RM2001 – RM2500

☐

RM3501 – RM4000

☐

RM2501 – RM3000

☐

RM4001 and above

6. Number of years with university:

More than 6 months

4 – 7 years

1 – 3 years

More than 7 years

7. Grade position KP: _____

--THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY--





KAJIAN TENTANG HASRAT UNTUK KEKAL

Responden yang dihormati,

Terima kasih kerana bersetuju untuk turut serta dalam kajian ini.

Saya amat menghargai sekiranya anda dapat menjawab soalan-soalan yang dikemukakan dengan sejujur-jujurnya kerana maklumat yang anda berikan akan mempengaruhi ketepatan dan kejayaan kajian ini. Ianya akan mengambil masa tidak lebih daripada 30 minit. Kesemua jawapan akan **DIRAHSIAKAN** dan akan hanya digunakan untuk tujuan kajian ini sahaja.

Sekiranya anda mempunyai sebarang persoalan berkaitan kajian ini, anda boleh menghubungi saya seperti maklumat yang tertera di bawah.

Terima kasih di atas kerjasama dan masa yang diambil dalam menjawab borang soal selidik.

Yang benar,

Sokri Bin Sulaiman

Pelajar Pascasiswazah

Pusat Pengajian Pengurusan Perniagaan

Universiti Utara Malaysia

Email: sokri782@uitm.edu.my

HP: 0125892046

BAHAGIAN SATU

ARAHAN: Sila baca setiap pernyataan di bawah dan nyatakan samada anda bersetuju atau tidak bersetuju dengan setiap pernyataan tersebut. Sila nyatakan pilihan anda dengan membulatkan jawapan berdasarkan skala berikut.

	Sangat Tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju
ITS1 Saya mempunyai keinginan dan berhasrat untuk terus kekal bekerja di universiti ini	1	2	3	4	5
ITS2 Saya bercadang untuk terus bekerja di universiti ini pada masa hadapan	1	2	3	4	5
ITS3 Saya amat pasti untuk terus bekerja di universiti ini	1	2	3	4	5
ITS4 Saya jangka untuk kekal di universiti ini selama mana yang mungkin	1	2	3	4	5
ITS5 Saya pasti untuk terus kekal di universiti ini walaupun tidak pasti dengan situasi yang berlaku	1	2	3	4	5
ITS6 Sekiranya, saya diberi pilihan, saya akan memilih untuk terus bekerja di universiti ini	1	2	3	4	5

BAHAGIAN DUA

ARAHAN: Sila baca setiap pernyataan di bawah dan nyatakan samada anda bersetuju atau tidak bersetuju dengan setiap pernyataan tersebut. Sila nyatakan pilihan anda dengan membulatkan jawapan berdasarkan skala berikut.

	Sangat Tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju
EL1 Ketua saya mengambil berat akan nilai etika dan moral	1	2	3	4	5
EL2 Ketua saya menyampaikan dengan jelas tentang standard etika kepada pekerja	1	2	3	4	5
EL3 Ketua saya menunjukkan contoh tingkah laku etika dalam keputusan dan tindakan yang diambil	1	2	3	4	5
EL4 Ketua saya seorang yang jujur dan boleh dipercayai untuk berkata benar	1	2	3	4	5
EL5 Ketua saya sentiasa konsisten dalam tindakan selaras dengan nilai yang dipegang	1	2	3	4	5
EL6 Ketua saya berlaku adil dan tidak berat sebelah dalam pengagihan tugas	1	2	3	4	5
EL7 Ketua saya seorang yang boleh dipercayai untuk melaksanakan janji dan komitmen	1	2	3	4	5
EL8 Ketua saya tetap melaksanakan apa yang dianggap adil dan beretika walaupun sukar	1	2	3	4	5

EL9 Ketua saya seorang yang akan mengakui kesilapan dan mengambil tanggungjawab atasnya	1	2	3	4	5
EL10 Ketua saya menganggap kejujuran dan integriti adalah nilai peribadi yang penting	1	2	3	4	5
EL11 Ketua saya menunjukkan contoh dedikasi dan pengorbanan diri untuk organisasi	1	2	3	4	5
EL12 Ketua saya menentang amalan tidak beretika untuk meningkatkan prestasi	1	2	3	4	5
EL13 Ketua saya seorang yang adil dan objektif dalam menilai prestasi dan memberi ganjaran	1	2	3	4	5
EL14 Ketua saya seorang yang mendahulukan keperluan orang lain daripada kepentingan diri sendiri	1	2	3	4	5
EL15 Ketua saya akan memastikan pekerja bertanggungjawab menggunakan amalan etika dalam kerja	1	2	3	4	5

BAHAGIAN TIGA

ARAHAN: Sila baca setiap pernyataan di bawah dan nyatakan samada anda bersetuju atau tidak bersetuju dengan setiap pernyataan tersebut. Sila nyatakan pilihan anda dengan membulatkan jawapan berdasarkan skala berikut.

	Sangat Tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju
R1 Saya berpuas hati dengan gaji asas saya	1	2	3	4	5
R2 Saya berpuas hati dengan gaji semasa saya	1	2	3	4	5
R3 Saya berpuas hati dengan jumlah gaji termasuk elaun dan imbuhan kewangan yang lain (gaji kasar)	1	2	3	4	5
R4 Saya berpuas hati dengan jumlah gaji bersih yang dibawa pulang	1	2	3	4	5
R5 Saya berpuas hati dengan jumlah bonus terkini yang diterima	1	2	3	4	5
R6 Saya berpuas hati dengan jumlah bonus yang biasa saya terima sebelum ini	1	2	3	4	5
R7 Saya berpuas hati dengan cara bonus saya ditentukan	1	2	3	4	5

BAHAGIAN EMPAT

ARAHAN: Sila baca setiap pernyataan di bawah dan nyatakan samada anda bersetuju atau tidak bersetuju dengan setiap pernyataan tersebut. Sila nyatakan pilihan anda dengan membulatkan jawapan berdasarkan skala berikut.

	Sangat Tidak Setuju	Tidak Setuju	Tidak Pasti	Setuju	Sangat Setuju
CO1 Terdapat peluang kerjaya dalam universiti saya yang menarik bagi saya	1	2	3	4	5
CO2 Terdapat peluang pekerjaan dalam universiti saya yang menarik minat saya	1	2	3	4	5
CO3 Universiti saya menawarkan peluang pekerjaan yang menepati matlamat kerjaya saya	1	2	3	4	5



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MAKLUMAT DEMOGRAFI

Bahagian ini mengandungi maklumat demografi berkaitan dengan diri anda. Sila tandakan (✓) di kotak yang bersesuaian atau tulis maklumat di ruangan yang disediakan.

1. Jantina:

☐

Lelaki

☐

Perempuan

2. Umur:

☐

Bawah 20 tahun

☐

21 – 30 tahun

☐

31 – 40 tahun

☐

40 – 50 tahun

☐

50 tahun dan ke atas

3. Status perkahwinan:

☐

Bujang

☐

Berkahwin

☐

Bercerai / berpisah

4. Tahap pendidikan tertinggi:

☐

SRP

☐

Diploma

☐

SPM

☐

Sarjana Muda

☐

STPM

☐

Sarjana

☐

Sijil

☐

Lain-lain: _____

5. Pendapatan bulanan:

☐

RM1500 – RM2000

☐

RM3001 – RM3500

☐

RM2001 – RM2500

☐

RM3501 – RM4000

☐

RM2501 – RM3000

☐

RM4001 dan ke atas

6. Tempoh berkhidmat dengan universiti:

☐	Lebih daripada 6 bulan	☐	4 – 7 tahun
☐	1 – 3 tahun	☐	7 tahun dan ke atas

7. Gred Jawatan KP: _____

--TERIMA KASIH DI ATAS MASA YANG DIAMBIL BAGI MENGISI SOAL SELIDIK INI--



SPSS OUTPUT



Statistics								
		1. Jantina:	2. Umur:	3. Status Perkahwinan:	4. Tahap Pendidikan Tertinggi:	5. Pendapatan Bulanan:	6. Tempoh berkhidmat dengan universiti:	7. Gred Jawatan KP:
N	Valid	274	274	274	274	274	274	274
	Missing	0	0	0	0	0	0	0
Mean		1.20	3.47	1.91	2.49	2.28	3.64	13.79
Median		1.00	3.00	2.00	2.00	2.00	4.00	11.00
Mode		1	3	2	2	2	4	11
Sum		329	952	522	681	626	997	3778

Casewise Diagnostics^a

Case Number	Std. Residual	IntentionToStay	Predicted Value	Residual
47	-3.216	2.83	4.5456	-1.71230
120	-3.958	2.00	4.1073	-2.10733
135	-3.055	2.67	4.2930	-1.62635

a. Dependent Variable: IntentionToStay

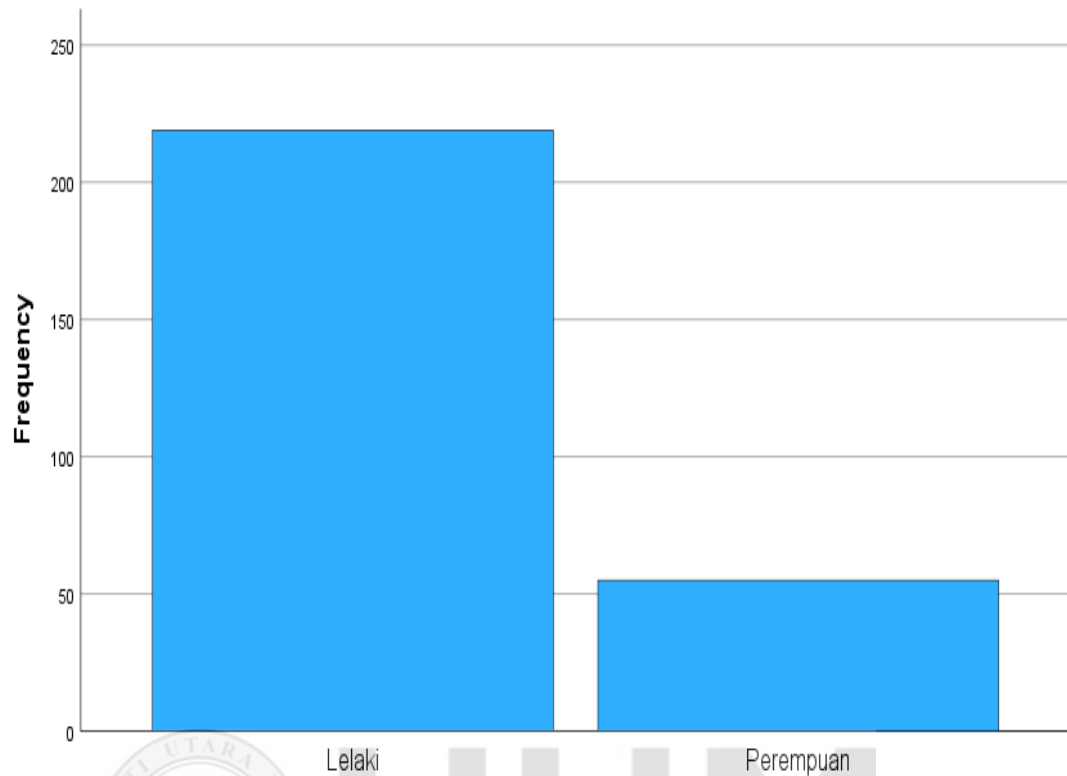
Statistics					
		IntentionToStay	EthicalLeadership	MonetaryReward	CareerOpportunity
N	Valid	274	274	274	274
	Missing	0	0	0	0
Skewness		-1.156	-.800	-.522	-.346
Std. Error of Skewness		.147	.147	.147	.147
Kurtosis		.925	.426	-.427	-.173
Std. Error of Kurtosis		.293	.293	.293	.293

Descriptive Statistics									
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Unstandardized Residual	274	-2.10733	1.57805	.0000000	.52950066	-.548	.147	.959	.293
Valid N (listwise)	274								

1. Jantina:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lelaki	219	79.9	79.9	79.9
	Perempuan	55	20.1	20.1	100.0
	Total	274	100.0	100.0	

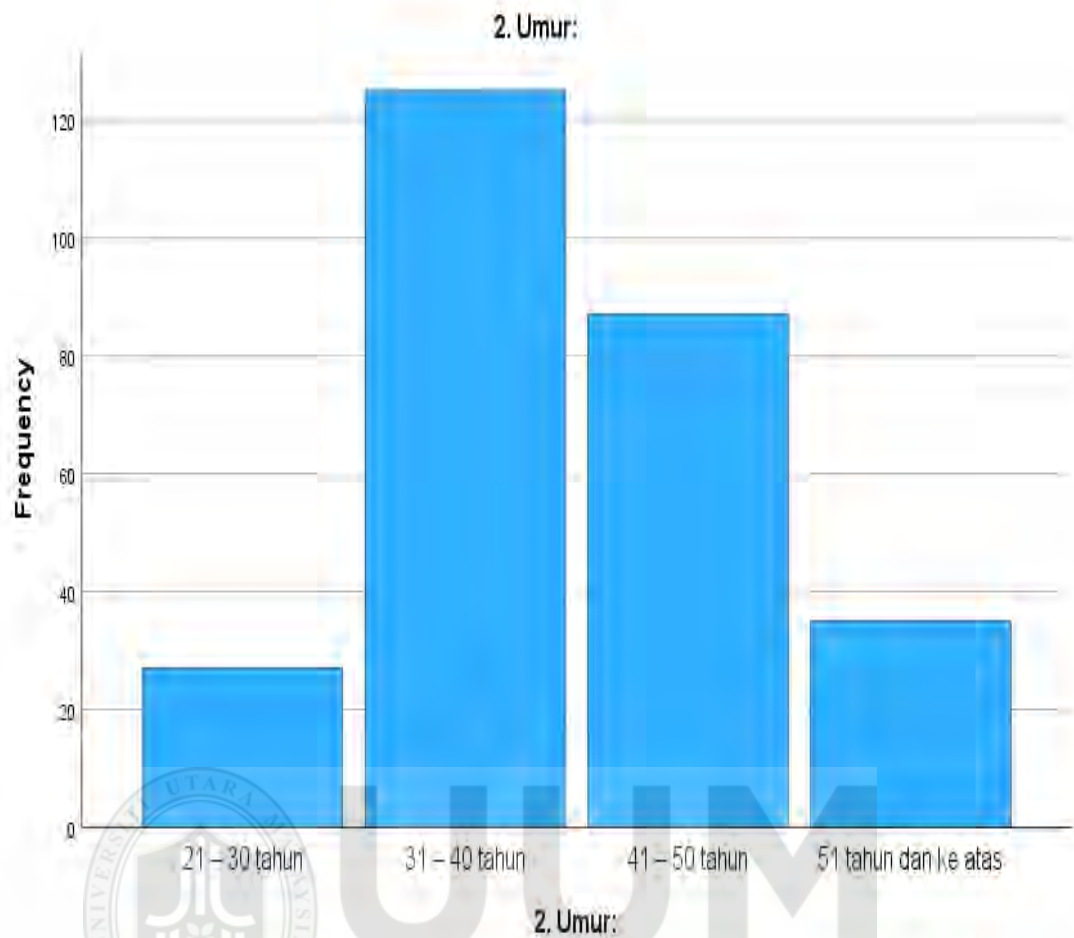
1. Jantina:



1. Jantina:

2. Umur:

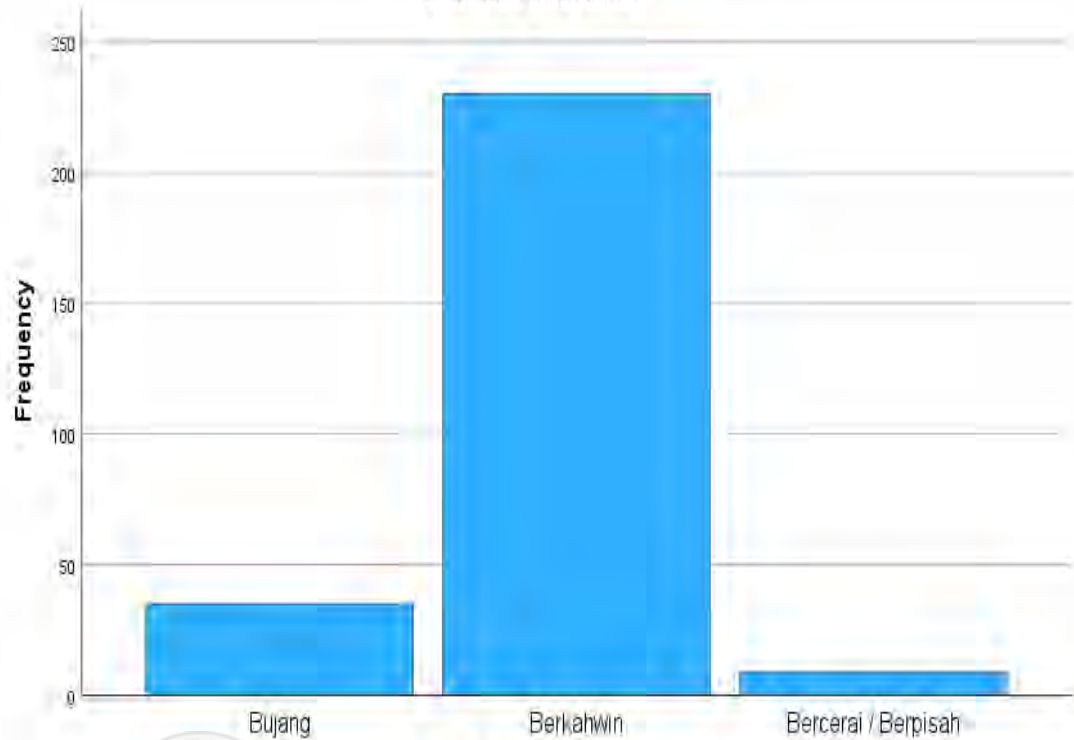
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 – 30 tahun	27	9.9	9.9	9.9
	31 – 40 tahun	125	45.6	45.6	55.5
	41 – 50 tahun	87	31.8	31.8	87.2
	51 tahun dan ke atas	35	12.8	12.8	100.0
	Total	274	100.0	100.0	



3. Status Perkahwinan:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bujang	35	12.8	12.8	12.8
	Berkahwin	230	83.9	83.9	96.7
	Bercerai / Berpisah	9	3.3	3.3	100.0
	Total	274	100.0	100.0	

3. Status Perkahwinan:

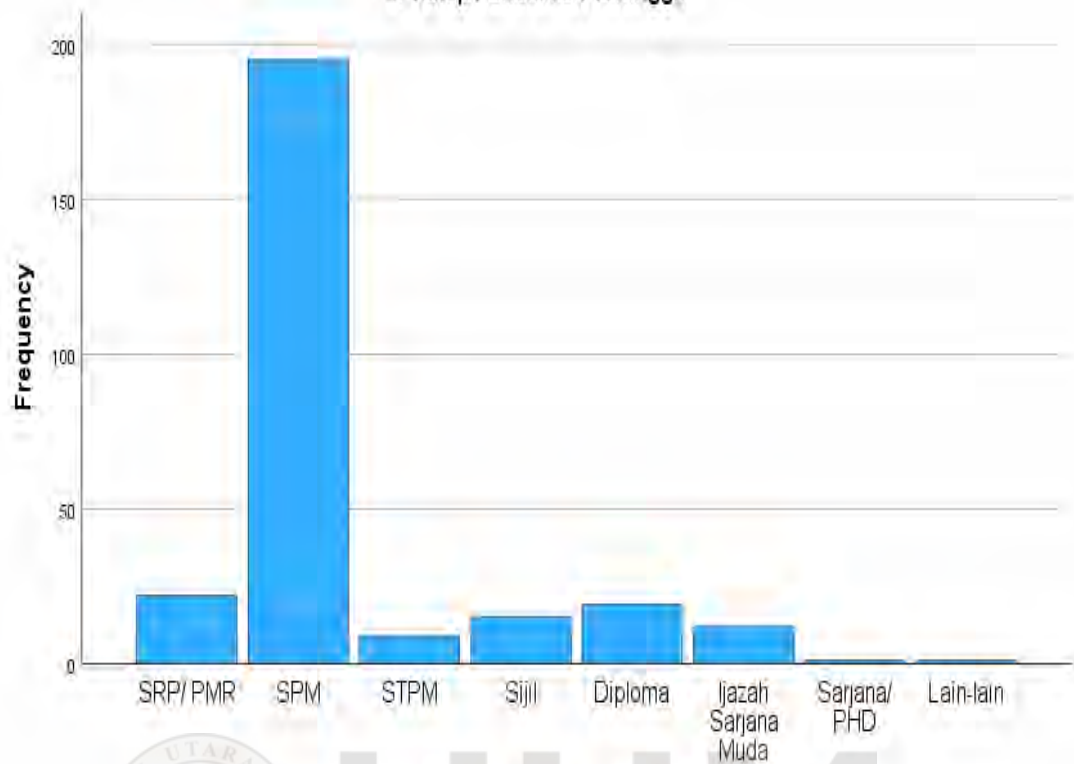


3. Status Perkahwinan:

4. Tahap Pendidikan Tertinggi:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SRP/ PMR	22	8.0	8.0	8.0
	SPM	195	71.2	71.2	79.2
	STPM	9	3.3	3.3	82.5
	Sijil	15	5.5	5.5	88.0
	Diploma	19	6.9	6.9	94.9
	Ijazah Sarjana Muda	12	4.4	4.4	99.3
	Sarjana/ PHD	1	.4	.4	99.6
	Lain-lain	1	.4	.4	100.0
	Total	274	100.0	100.0	

4. Tahap Pendidikan Tertinggi:

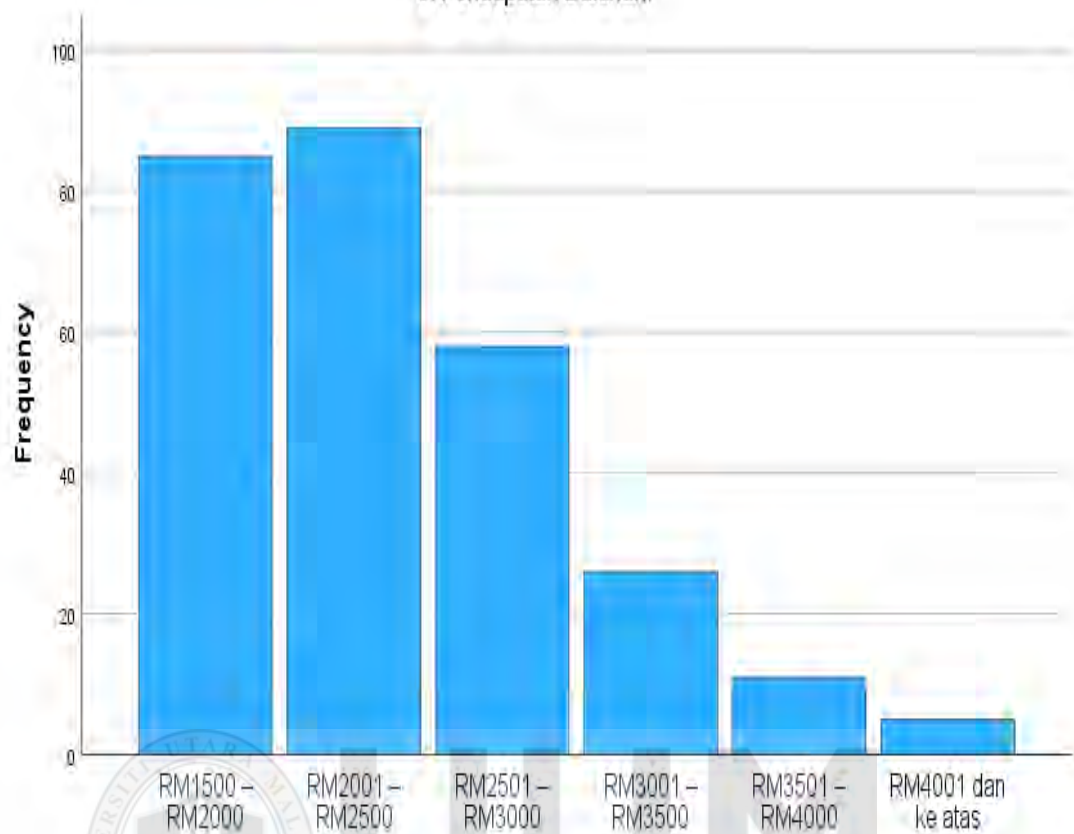


4. Tahap Pendidikan Tertinggi:

5. Pendapatan Bulanan:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1500 – RM2000	85	31.0	31.0	31.0
	RM2001 – RM2500	89	32.5	32.5	63.5
	RM2501 – RM3000	58	21.2	21.2	84.7
	RM3001 – RM3500	26	9.5	9.5	94.2
	RM3501 – RM4000	11	4.0	4.0	98.2
	RM4001 dan ke atas	5	1.8	1.8	100.0
	Total	274	100.0	100.0	

5. Pendapatan Bulanan:

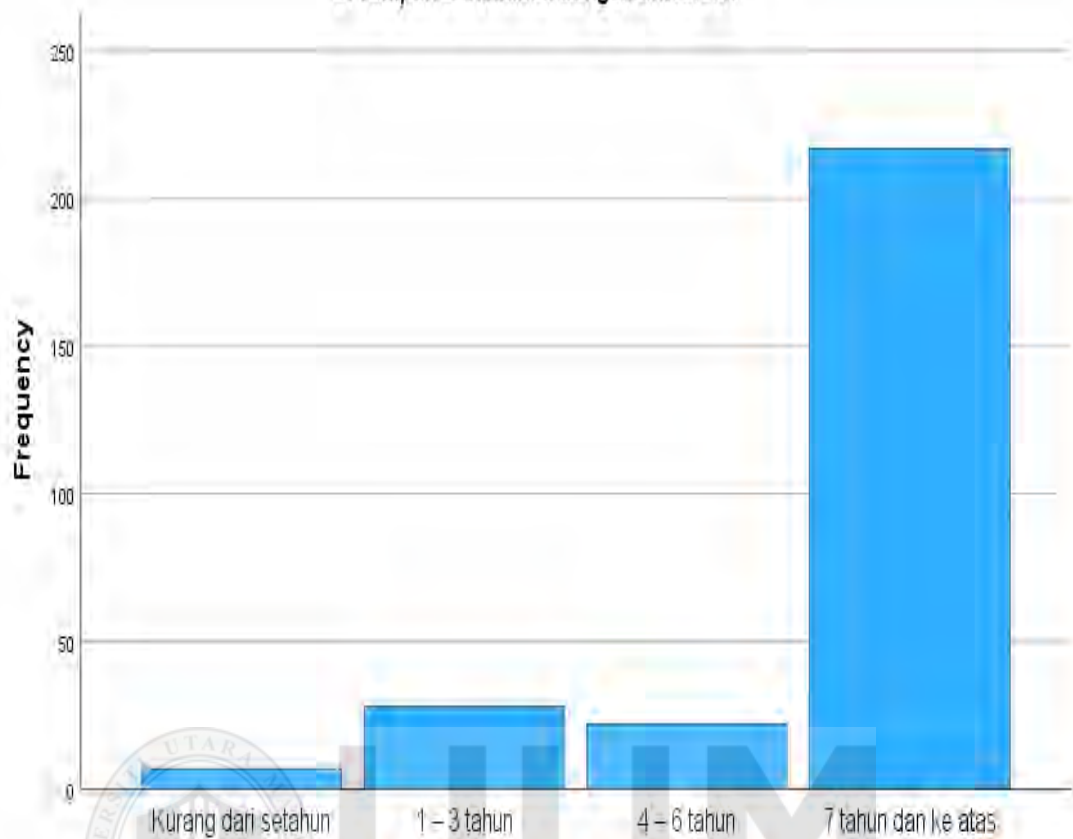


5. Pendapatan Bulanan:

6. Tempoh berkhidmat dengan universiti:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kurang dari setahun	7	2.6	2.6	2.6
	1 – 3 tahun	28	10.2	10.2	12.8
	4 – 6 tahun	22	8.0	8.0	20.8
	7 tahun dan ke atas	217	79.2	79.2	100.0
	Total	274	100.0	100.0	

6. Tempoh berkhidmat dengan universiti:



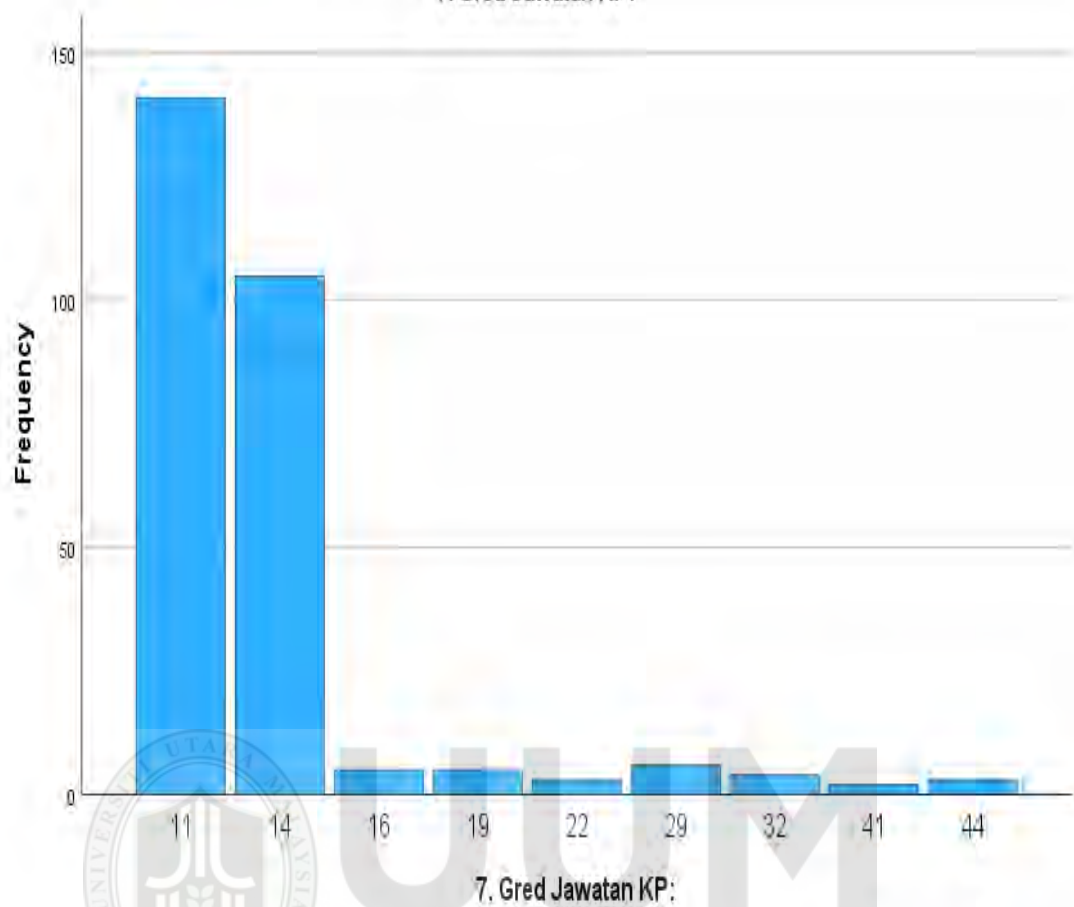
6. Tempoh berkhidmat dengan universiti:

Universiti Utara Malaysia

7. Gred Jawatan KP:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11	141	51.5	51.5	51.5
	14	105	38.3	38.3	89.8
	16	5	1.8	1.8	91.6
	19	5	1.8	1.8	93.4
	22	3	1.1	1.1	94.5
	29	6	2.2	2.2	96.7
	32	4	1.5	1.5	98.2
	41	2	.7	.7	98.9
	44	3	1.1	1.1	100.0
	Total	274	100.0	100.0	

7. Gred Jawatan KP:



Universiti Utara Malaysia

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error
IntentionToStay	274	3.00	2.00	5.00	4.5243	.03636	.60187	.362	-1.156
EthicalLeadership	274	4.00	1.00	5.00	4.0939	.05034	.83333	.694	-.800
MonetaryReward	274	4.00	1.00	5.00	3.5600	.06366	1.05384	1.111	-.522
CareerOpportunity	274	3.33	1.67	5.00	4.1277	.04106	.67959	.462	-.346
Valid N (listwise)	274								

Correlations

		IntentionToStay	EthicalLeadership	MonetaryReward	CareerOpportunity
Pearson Correlation	IntentionToStay	1.000	.432	.280	.387
	EthicalLeadership	.432	1.000	.455	.502
	MonetaryReward	.280	.455	1.000	.521
	CareerOpportunity	.387	.502	.521	1.000
Sig. (1-tailed)	IntentionToStay		<.001	<.001	<.001
	EthicalLeadership	.000		.000	.000
	MonetaryReward	.000	.000		.000
	CareerOpportunity	.000	.000	.000	
N	IntentionToStay	274	274	274	274
	EthicalLeadership	274	274	274	274
	MonetaryReward	274	274	274	274
	CareerOpportunity	274	274	274	274

Case Processing Summary

		N	%
Cases	Valid	274	100.0
	Excluded ^a	0	.0
	Total	274	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.951	6

Reliability Statistics

Cronbach's Alpha	N of Items
.988	15

Reliability Statistics

Cronbach's Alpha	N of Items
.965	7

Reliability Statistics

Cronbach's Alpha	N of Items
.922	3

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Durbin-Watson
						F Change	df1	df2	Sig. F Change	
1	.475 ^a	.226	.217	.53243	.226	26.282	3	270	<.001	1.957

a. Predictors: (Constant), CareerOpportunity, EthicalLeadership, MonetaryReward

b. Dependent Variable: IntentionToStay

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.352	3	7.451	26.282	<.001 ^b
	Residual	76.541	270	.283		
	Total	98.893	273			

a. Dependent Variable: IntentionToStay

b. Predictors: (Constant), CareerOpportunity, EthicalLeadership, MonetaryReward

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.756	.210		13.098	<.001	2.342	3.171					
	EthicalLeadership	.225	.046	.312	4.864	<.001	.134	.316	.432	.284	.260	.697	1.435
	MonetaryReward	.014	.037	.025	.388	.699	-.059	.087	.280	.024	.021	.679	1.474
	CareerOpportunity	.192	.059	.217	3.247	.001	.076	.309	.387	.194	.174	.640	1.562

a. Dependent Variable: IntentionToStay

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	EthicalLeadership	MonetaryReward	CareerOpportunity
1	1	3.922	1.000	.00	.00	.00	.00
	2	.046	9.273	.10	.03	.86	.01
	3	.020	13.926	.27	.95	.03	.05
	4	.012	18.273	.63	.02	.11	.93

a. Dependent Variable: IntentionToStay

Normal P-P Plot of Regression Standardized Residual

