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**BEHIND THE EXIT: DETERMINANTS OF TURNOVER
INTENTION IN THE MALAYSIAN FOOD
MANUFACTURING INDUSTRY**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
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**BEHIND THE EXIT: DETERMINANTS OF TURNOVER INTENTION IN
THE MALAYSIAN FOOD MANUFACTURING INDUSTRY**

By

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ABSTRACT

This research aims to examine turnover intention among managerial-level employees in Malaysia's food manufacturing industry. Adopting a quantitative approach, the study focuses on collecting numerical data for statistical analysis to better understand the organizational factors influencing turnover intention. A structured questionnaire was distributed online using a convenience sampling method to enable respondents to participate at any time and from any location. The sample comprised 102 managerial-level employees from food manufacturing firms in Shah Alam. Guided by Social Exchange Theory (SET), a set of hypotheses derived from the theoretical framework was tested using SPSS through correlation and multiple regression analyses. Empirical results revealed that all three independent variables reward system, employee promotion, and supervisory support significantly influence turnover intention. The findings provide valuable insights for the food manufacturing industry and contribute to the academic literature by offering empirical evidence on turnover intention in this under-researched sector. Practically, the results enable employers to identify critical areas for improvement, develop targeted retention strategies, and align organizational practices with employee needs to enhance workforce stability and organizational performance.

Keywords: Turnover Intention, Reward system, Employee Promotion, Supervisory Support, Social Exchange Theory, Food Manufacturing, Malaysia.

ABSTRAK

Kajian ini bertujuan untuk meneliti niat berhenti kerja dalam kalangan pekerja peringkat pengurusan di industri pembuatan makanan di Malaysia. Menggunakan pendekatan kuantitatif, kajian ini memfokuskan kepada pengumpulan data berbentuk angka untuk dianalisis secara statistik bagi memahami faktor organisasi yang mempengaruhi niat berhenti kerja. Soal selidik berstruktur diedarkan secara talian menggunakan kaedah persampelan mudah (convenience sampling) bagi membolehkan responden memberikan maklum balas pada bila-bila masa dan dari mana-mana lokasi. Sampel kajian terdiri daripada 102 pekerja peringkat pengurusan di syarikat pembuatan makanan di Shah Alam. Berpandukan Teori Pertukaran Sosial (Social Exchange Theory, SET), sekumpulan hipotesis yang dibangunkan daripada rangka kerja teori diuji menggunakan SPSS melalui analisis korelasi dan regresi berganda. Hasil kajian menunjukkan ketiga-tiga pemboleh ubah bebas ganjaran, kenaikan pangkat, dan sokongan penyelia mempunyai pengaruh signifikan terhadap niat berhenti kerja. Penemuan ini memberikan sumbangan penting kepada industri pembuatan makanan dan literatur akademik dengan menyediakan bukti empirikal berkaitan niat berhenti kerja dalam sektor yang kurang diterokai ini. Dari segi praktikal, hasil kajian membantu majikan mengenal pasti aspek penambahbaikan yang kritikal, membangunkan strategi pengekalan pekerja yang lebih berfokus, dan menyelaraskan amalan organisasi dengan keperluan pekerja bagi meningkatkan kestabilan tenaga kerja dan prestasi organisasi.

Kata kunci: Niat untuk Berhenti Kerja, Ganjaran, Kenaikan Pangkat, Sokongan Penyelia, Teori Pertukaran Sosial, Industri Pembuatan Makanan, Malaysia.

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LIST OF ABBREVIATIONS

COVID-19	Coronavirus Disease 2019
DV	Dependent Variable
EQ	Emotional Quotient
GDP	Gross Domestic Product
HR	Human Resource
IQ	Intelligence Quotient
IV	Independent Variable
KPI	Key Performance Indicators
MIDA	Malaysian Investment Development Authority
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences



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CHAPTER ONE

INTRODUCTION

1.1 Introduction

In today's competitive business environment, retaining employees has become a key priority for organizations. Turnover intention, which refers to an employee's intent to leave the organization, can disrupt operations and impact productivity. This issue is especially relevant to Malaysia's food manufacturing industry (Latip et al., 2025), where skilled managerial talent is crucial for meeting operational and production demands (Noor et al., 2024). This study explores the internal workplace factors such as reward system, promotion opportunities, and supervisor support that shape employees' intention to leave, offering deeper insight into the reasons behind the exit. By identifying the factors that influence employees' intention to leave, organizations can design targeted retention strategies such as competitive reward system systems, transparent promotion pathways, and enhanced supervisory support that directly address the root causes of dissatisfaction (Shinde, 2025).

This chapter presents an overview of the study by outlining the background of the research, identifying the problem statement, and detailing the research questions and objectives. It also highlights the significance of the study, particularly in the context of the food manufacturing industry in Shah Alam, Malaysia.

1.2 Background of study

Turnover intention has emerged as a critical issue in Malaysia's food manufacturing industry, where workforce stability is essential for maintaining operational efficiency, product quality, and long-term business sustainability (Latip et al., 2025). As the industry becomes increasingly competitive, organizations face mounting pressure to retain skilled and experienced employees. The urgency of addressing turnover intention is underscored by recent labor trends. According to the Department of Statistics Malaysia (2025), the manufacturing sector recorded a 1.4% year-on-year increase in employment, with over 2.38 million jobs reported reflecting heightened competition for both skilled and semi-skilled workers. Additionally, the Randstad Workmonitor Report (2025) revealed that 59% of Malaysian employees resigned due to toxic work environments, the highest rate in the Asia-Pacific region.

Within the Malaysian context, the food manufacturing industry plays a vital economic and strategic role, contributing nearly 10% to the country's total manufacturing output and supporting both domestic consumption and international trade (MIDA, 2023). Malaysia's favorable geographic location in Southeast Asia, abundant agricultural resources, and culturally diverse population position the nation as a major regional hub for food processing and innovation. Shah Alam, Selangor, is among the most industrially developed zones in the country and hosts a high concentration of food manufacturing firms. Despite the sector's growth, the industry continues to face persistent workforce challenges, particularly in retaining managerial-level employees. Tam et al. (2024) identified inadequate compensation,

limited career development opportunities, and poor work-life balance as key predictors of turnover intention among executives and managers in Malaysia's manufacturing sector. In food manufacturing specifically, the repetitive nature of work, limited advancement opportunities, and increased competition for talent in the Klang Valley further accelerate employee exit decisions. These challenges underscore the urgent need to revisit retention practices and address turnover intention more strategically.

Prior studies provide evidence of the importance of internal organizational factors in retention. Firmansyah and Isnanto (2025) found that fair and competitive reward system structures significantly reduce turnover intention by enhancing job satisfaction. Similarly, Tam et al. (2024) emphasized the role of career advancement opportunities in motivating employees to remain with their organizations, while Said and Muzakki (2024) highlighted that strong supervisory support fosters job satisfaction and self-efficacy, thereby decreasing the likelihood of resignation. Collectively, these findings demonstrate that strategies focusing on reward systems, promotions, and supervisory support are not merely beneficial but essential in curbing turnover intention.

The intensifying labor market in industrial hubs like Shah Alam makes it critical for organizations to focus on internal drivers such as reward system satisfaction, promotion opportunities, and supervisory support to enhance retention and remain competitive in attracting skilled talent. Employee retention is central to reducing operational disruptions and sustaining long-term productivity. Recent studies in

Malaysia's manufacturing sector confirm that these factors significantly influence employees' retention decisions (Tam et al., 2024; Sam & Teoh, 2022; Suhaimi et al., 2023). They not only impact on job satisfaction but also determine long-term employee commitment, making them crucial in addressing turnover intention.

Given this backdrop, the present study investigates the influence of reward system, employee promotion, and supervisory support on turnover intention among managerial-level employees in Shah Alam's food manufacturing industry. The findings are expected to provide practical insights for policymakers, practitioners, researchers, and industry stakeholders, enabling them to craft strategies that reduce turnover, enhance engagement, boost productivity, and ensure organizational continuity in one of Malaysia's most critical industrial sectors.

1.3 Problem statement

The problem addressed in this study is the turnover intention, which is defined as employees' deliberate plans to leave their current organization. This intention serves as a strong predictor of actual resignation and contributes to operational instability. This issue matters because it significantly impacts organizations, which face rising costs associated with recruitment, retraining, and productivity losses, while also affecting employees, who experience low morale, job dissatisfaction, and limited career progression (Zhang et al., 2024). At the macro level, persistent turnover undermines labor market stability, impairs the sector's global competitiveness, and poses risks to Malaysia's long-term food production and export targets. Employee

promotion and career development emerges as a critical motivator, affecting retention across industries (Mun et al., 2024; Sam & Teoh, 2022).

Mun et. al (2024) highlighted dissatisfaction with reward system systems and lack of employee promotion as key predictors of turnover intention in Malaysia's manufacturing sector. Tam et.al (2024) examined turnover intention in Malaysia's semiconductor sector and reported that, unlike reward system and compensation, career development showed limited influence on employee retention. This finding suggests that the effectiveness of promotional opportunities may vary by industry. Hou and Hanapiyah (2024) observed that in Malaysian manufacturing settings, satisfaction with career development was negatively associated with turnover intention, although its influence was somewhat less pronounced compared to compensation-related factors.

In the current organization, a significant challenge affecting workforce retention is the absence of clear and structured promotion pathways. This issue is particularly evident among management level employees, who perceive limited opportunities for upward mobility despite their tenure and performance contributions (Hur, 2024). The absence of transparent promotion criteria has led to perceived career stagnation, wherein employees feel that their contributions are neither adequately recognized nor a reward system. These perceptions have intensified job dissatisfaction and contributed to a rising trend in turnover intention (Javed et al., 2014). Employees are now considering external opportunities that offer clearer prospects for career advancement and long-term professional development (Xueyun et al., 2023).

Additionally, the absence of formal career planning and promotion frameworks has limited supervisors' ability to effectively guide and support their teams, further intensifying disengagement. This rising intent to leave poses a risk to operational continuity, organizational knowledge retention, and overall workforce morale. Addressing this concern requires the organization to implement structured promotion policies, establish transparent advancement criteria, and foster a supportive culture that prioritizes internal growth and development to reduce employee intent to leave (Deng et al., 2024).

Reward systems were among the strongest predictors of turnover intention alongside work-life balance while career development and leadership had lesser effects. (Mun et al., 2024). Reward system satisfaction is repeatedly highlighted as a key predictor of turnover intention in Malaysian manufacturing and service sectors (Firmansyah & Isnanto, 2025). Firmansyah and Isnanto (2025) found that fair and competitive reward system systems, encompassing both financial and non-financial incentives, significantly reduce turnover intention by increasing job satisfaction and organizational loyalty. In the context of Malaysia's food and beverage industry, Yook Pei and Madhavedi (2025) concluded that pay and reward system mechanisms are strongly correlated with employee intention, suggesting that effective reward system structures are essential to lowering turnover rates.

This organization is encountering growing dissatisfaction with its reward system, particularly among management-level employees. Despite their involvement in strategic responsibilities and decision-making roles, many perceive that their efforts

are not matched with appropriate financial or non-financial recognition. The reward system lacks clear differentiation based on performance, and annual increments or bonuses are often perceived as inconsistent or insufficient. According to Wong et al. (2024), inadequate alignment between performance and reward systems significantly diminishes employee satisfaction and increases the likelihood of turnover intention, especially when recognition is perceived as delayed or unfair. To address this issue, the organization must re-evaluate its reward system to ensure it is aligned with employee expectations, performance outcomes, and industry benchmarks, thereby supporting retention and long-term engagement (Noorazem et al., 2021).

Another pressing issue within the organization is the low level of satisfaction with supervisory support among management-level employees, which has significantly contributed to turnover intention. This aligns with findings by Mun et al. (2024), who reported that inadequate supervisory support in manufacturing firms fosters dissatisfaction and increases employees' withdrawal intentions. Addressing this issue necessitates the cultivation of a leadership development culture, the enhancement of two-way communication channels, and the empowerment of supervisors at all levels to deliver consistent support and recognition. These efforts are essential for strengthening internal workplace relationships and mitigating employees' turnover intention, as supervisory support has been shown to significantly influence organizational commitment and employee retention (Kang et. al., 2015).

Based on the above discussion, a research gap has been identified, particularly within the localized context of the food manufacturing industry in Shah Alam. While

previous studies have explored these variables independently or in broader industrial settings, few have examined the combined influence of reward system satisfaction, employee promotion, and supervisory support in this specific sector and region.

Therefore, this study aims to address this gap by investigating the extent to which satisfaction reward systems, employee promotion opportunities, and supervisory support influence turnover intention among employees in the food manufacturing industry in Shah Alam. The findings are expected to contribute to both theoretical development in the field of human resource management and practical recommendations for industry stakeholders aiming to reduce turnover, enhance employee engagement, and promote workforce stability in one of Malaysia's most economically significant sectors.

1.4 Research Objectives

The objectives of this research paper are as follow;

1. To determine the influence of reward system on turnover intention.
2. To examine the influence of employee promotion on turnover intention.
3. To investigate the influence of supervisory support on turnover intention.

1.5 Research Questions

The research questions for this research are as below.

1. What is reward system influence turnover intention in food manufacturing industry?

2. What is an employee promotion influence turnover intention in food manufacturing industry?
3. What is supervisory support influence turnover intention in food manufacturing industry?

1.6 Significant Study

This study offers important knowledge on the elements that influence the turnover intention among employees in the food manufacturing industry in Shah Alam. It is crucial to comprehend these factors for various reasons.

First of all, this study addressing the increasing issue of employee intent to leave in Malaysia's food manufacturing industry, a key industry contributing to the national economy. High turnover rates in industrial zones such as Shah Alam have raised operational costs, disrupted productivity, and weakened workforce stability. By examining the influence of reward system, employee promotion, and supervisory support, this study provides actionable insights for HR professionals and organizational leaders. Empirical evidence has shown that reward system systems, particularly those aligned with individual and team performance, are crucial in enhancing employee motivation and retention in Malaysia's manufacturing and service sectors (Mun et al., 2024; Bartaula, 2023). Therefore, organizational policymakers should implement transparent and well-structured performance-based reward system frameworks, or revisit existing ones, to enhance retention of skilled employees.

Secondly, establishing structured promotion systems can significantly reinforce employee loyalty and foster long-term engagement by providing clear and transparent career advancement pathways. A study of Malaysia's manufacturing sector (Tam et al., 2024) found that career development frameworks are directly associated with reduced turnover intention due to improved perceptions of growth and fairness. Additionally, supervisory support plays a crucial role in retaining employees; recent research indicates that supportive leadership enhances job satisfaction and reduces turnover intention by building trust and a psychologically safe work environment (Said & Muzakki, 2024).

Thirdly, the study emphasizes the importance of structured retention planning. For example, conducting stay interviews and tracking turnover trends enables organizations to proactively respond to emerging attrition patterns. This research contributes to the literature on organizational behavior by integrating key factors such as reward system, promotion, and supervisory support into a localized model of turnover intention. Despite growing global interest in employee retention, few studies have examined these variables collectively within Malaysia's food manufacturing industry, creating a contextual gap that this study seeks to address. The findings not only enhance academic understanding but also offer strategic guidance to managers and policymakers in developing more resilient and sustainable industrial workforces.

Lastly, the food manufacturing industry can utilize the findings from this research to develop more targeted and evidence-based human resource strategies aimed at improving employee retention. By understanding how internal organizational factors specifically reward system, employee promotion, and supervisory support influence employees' intent to leave, industry players can implement structured programs that align with workforce expectations. These findings may assist HR departments in formulating competitive compensation packages, establishing clear career development frameworks, and enhancing managerial support systems. Ultimately, such initiatives can contribute to reducing turnover rates, improving employee morale, and sustaining organizational productivity in an increasingly competitive industrial environment.

1.7 Scope of Study

This study aims to investigate turnover intention among managerial-level employees within the food manufacturing industry in Shah Alam, Selangor. Shah Alam, the capital city of Selangor, is a major industrial hub within the Klang Valley and hosts a high concentration of food manufacturing firms. Selangor alone contributed RM432.1 billion to Malaysia's GDP in 2024, making it the largest contributor to the nation's economic output. A substantial portion of this contribution comes from the manufacturing sector, particularly the food processing and related subsectors, underscoring the region's strategic economic importance.

Given the sector's significant role in national development, the stability of its managerial-level employees is critical for ensuring operational efficiency, product quality, and long-term organizational performance. Although the study does not examine actual turnover behavior, it centers on turnover intention, which is widely recognized as a reliable predictor of employee resignation. By exploring how reward system systems, promotion opportunities, and supervisory support influence the intention to leave among management-level employees, this study offers insights into the early indicators of attrition. The geographic, demographic, and economic relevance of Shah Alam's food manufacturing context enables the findings to inform localized retention strategies that directly support workforce sustainability and national productivity goals.

This research employs a quantitative approach, utilizing structured questionnaires distributed to the organization. The objective is to generate data-driven insights that can inform practical human resource strategies such as transparent reward system systems, structured promotion frameworks, and strengthened supervisory support to enhance retention and succession planning efforts.

However, this study is limited to internal organizational factors, specifically the reward system, promotion opportunities, and supervisory support, as these elements are directly actionable and within the control of employers. Focusing on these internal factors enables the researcher to generate practical and targeted recommendations for organizational improvement. External influences such as labor

market conditions, personal life circumstances, and macroeconomic shifts are excluded, as they fall beyond the scope of organizational intervention and would complicate the causal analysis within this study's design

1.8 Definition of term

Items	Definition of term	Source
Turnover Intention	The employee's deliberate plan or willingness to leave their current organization within a certain period, often serving as an early indicator of possible resignation and workforce instability.	Artopo, A., & Wahyuni, S. (2023)
Reward system	Reward system refers to the structured set of financial and non-financial benefits provided by an organization to recognize and appreciate employee contributions, such as salary, bonuses, allowances, recognition, and career development opportunities.	Devi, S. et al., (2022)
Employee Promotion	The chances for employees to advance to higher positions or roles, usually involving greater responsibilities, status, or reward systems.	Artopo, A., & Wahyuni, S. (2023)
Supervisory Support	The guidance, feedback, and encouragement provided by supervisors to help employees perform their jobs effectively and grow professionally.	Artopo, A., & Wahyuni, S. (2023)

1.9 Organization of Study

This study is systematically structured into five chapters to provide a comprehensive discussion of the determinants of turnover intention in the Malaysian food manufacturing industry. In the first chapter, the groundwork for the study is laid by providing the background and context, defining the problem statement, outlining the research objectives and questions, and addressing the significance and scope of the study. This chapter aims to present the fundamental elements and reasoning behind the research. The second chapter is literature review which delves into an analysis of relevant literature, drawing on studies that discuss assessing the effect of reward system, employee promotion, and supervisor support on turnover intention among employees in the food manufacturing industry.

Key topics include reward systems, employee promotion and supervisory support. Next comes the chapter on research methodology, which primarily outlines the research design, methods for data collection, sample population, and techniques for data analysis, providing a detailed account of the systematic approach employed to collect and analyze data. This chapter also addresses any potential limitations, ensuring transparency in the research process. In chapter four, the discoveries and analysis of this research are presented. This chapter showcases the findings of the study and offers a thorough analysis of the influence of each factor on turnover intention of food industry employees, utilizing empirical evidence to back up the interpretations back up the interpretations. Finally, in chapter five, it synthesizes the main findings, discusses their implications for stakeholders, and propose

recommendations for policymakers, food industry institutions and future research, aiming to support reducing turnover intention in food manufacturing industry's employee.

1.10 Chapter Summary

In Summary, chapter One sets the stage for the study determination of turnover intention in the Malaysian food manufacturing industry by determine the organizational factors that drive employees' intentions to leave, with a focus on the food manufacturing sector in Shah Alam. The chapter provides a comprehensive background, emphasizing the industry's critical role in Malaysia's economy and highlighting the growing challenge of retaining skilled managerial talent. The problem statement underscores the need to understand three key determinants reward system, employee promotion, and supervisory support that may influence turnover intention. Clear research objectives and questions are established to guide the investigation in producing insights beneficial to industry practitioners, policymakers, and researchers. In addition, the chapter defines key concepts, clarifies the scope and significance of the study, and outlines the structure of the thesis, thereby laying a solid foundation for the subsequent chapters on literature review and methodology.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a comprehensive review of the literature on organizational determinants of turnover intention among employees in the Malaysian food manufacturing industry. It focuses on three key internal variables: reward system, employee promotion, and supervisory support. Although these factors are widely recognized as critical determinants of turnover intention, their combined effects have received limited attention, particularly within the Malaysian food manufacturing context. This chapter begins by defining each construct and discussing its relevance to turnover intention, which refers to an employee's conscious and deliberate decision to leave the organization. It then examines empirical studies that investigate the relationships between these variables and turnover intention.

2.2 Definition and Conceptualization of variables of study

2.2.1 Turnover Intention

Turnover intention is an employee's plan to leave their job. This means that the employee has not resigned yet, but the intention has surfaced and been contemplated (Pattnaik & Panda, 2020). Artopo & Wahyuni (2024), this definition reflects the psychological stage preceding actual resignation. Turnover intention is also described as the likelihood that an employee plans to leave their current job (Ak,

2018). It serves as an early indicator of actual resignation and is shaped by multiple organizational factors such as reward system, promotion opportunities, and supervisory support. It is recognized as a precursor to actual turnover behaviour and serves as a reliable predictor of voluntary resignation. While actual turnover involves the physical departure of an employee, turnover intention reflects the psychological state that precedes such action (Uğural et al., 2020). As a leading indicator, it provides critical early warning signals for management, enabling proactive interventions to retain valuable employees (Qunxi et al., 2024; Padmavathi, 2023).

The relevance of turnover intention is especially pronounced in sectors where workforce stability is crucial, such as the food manufacturing industry. In this industry, high turnover intention can lead to operational disruptions, loss of institutional knowledge, increased recruitment and training costs, and reduced employee morale (Alhajaj & Ahmad, 2023). Hee and Ann (2019) highlight that in Malaysia's food manufacturing industry, particularly in industrial hubs like Shah Alam, where production schedules are tightly managed and labour is often specialized, disruptions can directly affect productivity and product quality. Therefore, monitoring and managing turnover intention is essential to sustaining consistent operations in the sector.

In this study, turnover intention is positioned as the dependent variable, influenced by three organizational factors: reward system, employee promotion, and supervisory support. These factors have been widely recognized in human resource

literature as major predictors of turnover intention. Inadequate compensation, unclear promotion pathways, and poor supervisory relationships have consistently been linked to increased turnover intention across industries (Mun et al., 2024; Firmansyah & Isnanto, 2025; Yook Pei & Madhavedi, 2025). Within Malaysia's food manufacturing industry, especially in production-intensive areas like Shah Alam, these factors are highly relevant due to the demanding nature of work, limited advancement opportunities, and variations in supervisory practices (Hee and Ann, 2019). Norizan et al. (2022) found that employees in such environments are more prone to developing turnover intentions when they perceive insufficient support, recognition, or growth potential. They emphasize that implementing transparent reward systems, structured promotion processes, and supportive supervisory practices can play a critical role in improving retention and workforce stability in the industry.

Turnover intention remains a central issue in managing human resources within the food manufacturing industry, as it directly affects productivity, operational stability, and talent retention (Al-Qudah et al., 2022; Mansor et al., 2021). Understanding its multidimensional structure and the organizational factors that influence it such as reward systems, promotion opportunities, and supervisory support is essential for designing effective employee retention strategies (Kim & Kao, 2023; Tsen et al., 2022). This study investigates how reward system, employee promotion, and supervisory support affect turnover intention among employees in Malaysia's food

manufacturing industry, aiming to provide practical, evidence-based insights for reducing voluntary turnover.

2.2.2 Reward system

Tam et al. (2024), in their investigation of Malaysia's manufacturing sector, identified a significant relationship between compensation practices and turnover intention. The study revealed that employees subjected to unclear or non-performance-based compensation systems exhibited increased dissatisfaction and a greater likelihood of turnover. The study found that a lack of clear linkage between employees' performance and the reward systems provided was associated with reduced motivation and lower levels of organizational commitment Tam et al. (2024). These findings underscore the importance of establishing compensation systems that are both transparent and merit-based, particularly in industrial zones such as Shah Alam, where competition for skilled labor is pronounced and employee expectations are increasingly sophisticated Tam et al. (2024).

In addition to financial compensation, developmental reward systems have become an important element in reducing employee turnover intention. Said and Muzakki (2024), in their study of the food manufacturing industry in Southeast Asia, found that initiatives such as multi-skilling and cross-training not only improved employee engagement but also led to a significant decrease in turnover intention. These practices enhance employees' skill sets and create more opportunities for internal mobility, which are often perceived as the organization's commitment to supporting

employee growth (Said & Muzakki, 2024). As a result, employees are more likely to develop a stronger sense of connection and loyalty to the organization. This suggests that developmental reward systems can serve as an effective alternative for improving retention, particularly in environments where salary increases may be limited (Said & Muzakki, 2024).

Zhou et al. (2022) found that implementing competency-based frameworks in Malaysian manufacturing firms had a positive effect on employee commitment and retention. Employees were more likely to remain with the organization when they perceived that reward systems were allocated based on clearly defined competencies and measurable performance indicators. Nadiri & Tanova (2010) sense of fairness commonly referred to as distributive justice has been shown to significantly influence retention outcomes. The relevance of this finding is particularly evident in food manufacturing environments, where perceptions of bias or favoritism in reward system decisions can undermine trust and lead to voluntary turnover. Therefore, establishing equitable and transparent reward system structures is essential for promoting a retention-oriented organizational culture (Zhou et al., 2024).

Promotion-related reward systems represent another essential dimension of the reward system. Sam and Teoh (2022) established that perceived fairness in promotion decisions was directly associated with reduced turnover intention among employees in Malaysian manufacturing firms. While their study also explored affective commitment as a mediating variable, the direct effect of promotion fairness on employees' decision to stay was statistically significant. These findings imply that

even in hierarchical organizations with limited upward mobility, transparent and fair promotion pathways can enhance employee perceptions of organizational justice and reduce attrition risks (Sam and Teoh, 2022)

Yasami et al. (2024) emphasized the importance of structured career discussions in strengthening the psychological contract between employers and employees. Although these discussions do not involve direct financial benefits, they serve as symbolic reward systems by conveying recognition and signaling opportunities for development. When conducted regularly, such interactions help align employee expectations with organizational goals, thereby contributing to greater retention (Yasami et al., 2024). Moreover, the manner in which reward-system information is communicated significantly influences employees' perceptions of its fairness and effectiveness. Clear, accurate, and timely communications strengthen informational and interactional justice, which in turn enhance organizational trust and positive work attitudes (Ho et al., 2024).

2.2.3 Employee Promotion

Mishra (2025) characterizes promotion as more than just a change in title it embodies growth, recognition, and enhanced organizational standing through increased salary, status, responsibilities, and benefits. It can take multiple forms: internal (within the same company), horizontal (salary increase without duty shift), and vertical (higher role without financial gain). Promotions serve multiple purposes such as motivating employees, boosting job satisfaction and performance, reducing turnover by discouraging resignation, and are often more cost-effective than external

hiring (Nayem & Uddin, 2024). Crucially, Mishra (2025) found that promotions should be merit-based and fair, ensuring they are awarded based on performance and potential to achieve the intended motivational and retention outcomes.

Chukwu (2019) focused specifically on Nigeria's food and beverage industry and found that promotion plays a critical role in retaining employees. The study revealed that timely, regular, and transparent promotion systems significantly reduced turnover intention. Employees were more likely to stay when they believed that advancement opportunities were based on merit and accessible to all. Chukwu's study is highly relevant to the present research due to its industrial context and thematic focus (Chukwu, 2019). However, it is worth noting that the study employed only chi-square analysis, which limits its ability to explore the influence of multiple variables concurrently. Additionally, the assumption that promotion operates uniformly across various job levels and departments could lead to oversimplified conclusions. While the study provides valuable insights, its context in Nigeria may pose limitations when generalizing findings to Malaysia's food manufacturing industry (Chukwu, 2019).

In the Malaysian context, Hou and Hanapiyah (2024) confirmed a strong negative correlation between promotion satisfaction and turnover intention within the manufacturing sector. The study highlighted that employees who perceived promotion systems as fair and consistently implemented were less likely to consider leaving. This finding aligns with psychological contract theory, which asserts that fulfilling employee expectations such as recognition and career advancement fosters

greater loyalty. The relevance of this finding to the present research lies in its reflection of the local industrial environment and its support for promotion satisfaction as a key determinant of retention (Gom et al., 2021). However, its cross-sectional design restricts causal interpretation, and the absence of disaggregated analysis by job level or department may overlook nuanced employee experiences (Islam et al., 2022).

While Chukwu (2019) and Hou and Hanapiyah (2024) emphasize the role of equitable promotion practices in reducing turnover, studies like Tam et al. (2024) suggest that its influence may be context-dependent or secondary to other factors. Such inconsistencies may arise from differences in organizational structures, employee expectations, promotional criteria, and cultural norms regarding career advancement.

For food manufacturing companies in Malaysia particularly in high-turnover areas like Shah Alam, this literature highlights the necessity of implementing structured, fair, and transparent promotion systems Suhaimi et. al (2023). These systems should include clearly defined job ladders, merit-based criteria, cross-functional training opportunities, and regular career development discussions. Such initiatives not only boost employee engagement but also strengthen organizational commitment by making career progression pathways visible and attainable (Alsakarneh et al., 2024). At the same time, the risks associated with poorly executed or informal promotion practices must not be overlooked. When promotions are perceived as driven by favoritism, politics, or unclear standards, trust erodes and turnover intention rises—

especially among supervisory and mid-level employees who have higher expectations for advancement. Organizations must therefore ensure that promotion policies are consistently applied and clearly communicated to foster trust, morale, and retention (Suhaimi et al., 2023).

2.2.4 Supervisory Support

Suhaimi et. al (2023) found that both supervisory behavior and work-life balance were negatively associated with turnover intention. Their findings emphasized that employees who perceived their supervisors as empathetic and supportive of their work-life needs were more likely to remain committed to the organization. Although the study did not focus specifically on food manufacturing, its implications are directly relevant to the sector's fast-paced and shift-based work environment, where supervisory flexibility can help reduce emotional strain and attrition (Suhaimi et. Al, 2023). Fitri et al. (2023) investigated Generation Z employees in Indonesia's manufacturing sector and found that younger workers placed a premium on supervisors who demonstrated emotional intelligence, openness, and work-life sensitivity attributes that significantly reduced their intention to resign. While the findings are contextually tied to the Indonesian labor market and the post-pandemic "new normal," they also signal emerging expectations among the new workforce generation entering Malaysia's food manufacturing industry. Supervisors trained to understand generational differences and adapt their communication styles accordingly may be more effective in cultivating trust and loyalty among younger employees (Kosasi, 2024).

Kang et. al (2015), in their study of frontline hospitality employees in the United States, concluded that supervisory support positively influences organizational commitment and career satisfaction, which in turn reduces turnover intention. Although the hospitality context differs from food industry in terms of task nature and cultural setting, the underlying mechanisms such as emotional support, mentorship, and recognition remain transferable (Kang et. al, 2015). Supervisors who can build meaningful relationships with their team members often reinforce a sense of belonging and increase retention, especially in hierarchical work environments like manufacturing (Jes Bella, 2023).

Additionally, Dartey-Baah et al. (2023) investigated how supervisory support influenced turnover among rural frontline health workers in Ghana and found that fair treatment, effective communication, and emotional support were the most critical dimensions of supervisory quality in reducing employees' intent to leave. Though conducted in the healthcare sector, the parallels with food manufacturing are evident, as both industries involve repetitive tasks, workforce pressure, and the need for stability. The study highlights the universal value of relational supervision, particularly in high-pressure roles (Dartey-Baah et al. 2023).

Supervisory support serves as both a psychological anchor and an operational asset in reducing turnover intention. Across diverse sectors and cultural contexts, evidence consistently shows that supervisors who demonstrate empathy, deliver constructive feedback, and treat employees fairly significantly bolster employee retention

(Tolksdorf et al., 2022). In Malaysia's food manufacturing industry, investing in supervisory development programs that emphasize emotional support, effective communication, and flexibility may thus represent a strategic approach to enhancing retention and strengthening organizational resilience (Zainal, 2022).

2.3 Relationship between reward system and turnover intention

Reward system systems, encompassing both financial incentives (such as salary, bonuses, and allowances) and non-financial incentives (such as recognition, development opportunities, and flexible working arrangements), play a pivotal role in shaping employee attitudes and influencing retention decisions (Noorazem et al., 2021). In the context of the food manufacturing industry where operational demands are high, repetitive tasks are common, and competition for skilled labor is intense, the implementation of equitable, competitive, and performance-based reward systems becomes particularly vital (Kamalapuram & Choudhury, 2024).

Mun et al. (2024) found that inadequate and non-performance-linked salaries in Malaysia's manufacturing sector significantly increase withdrawal cognition among employees, thereby amplifying turnover intention. Their study revealed that reward system systems lacking transparency or perceived fairness were strongly correlated with higher turnover levels (Mun et al. (2024)Employees expressed dissatisfaction when reward system mechanisms failed to reflect their contributions, particularly when similar roles in competing firms offered more favorable compensation, highlighting the need for internal equity and external competitiveness in reward

system design, especially in highly industrialized zones like northern Malaysia (Mun et al., 2024).

Yook Pei et al. (2025) conducted a study within Malaysia's food and beverage sector and observed that both financial and non-financial reward systems were effective in enhancing employee retention. The study emphasized that while monetary incentives such as salary increments and performance bonuses are essential, intangible factors such as public recognition, career development pathways, and a supportive work culture are equally influential in lowering turnover intention. The integration of both tangible and psychological reward systems was deemed crucial to strengthening employees' organizational commitment (Yook Pei et al., 2025).

Yook Pei et al. (2025) conducted a study within Malaysia's food and beverage sector and found that both financial and non-financial rewards were effective in enhancing employee retention. While monetary incentives such as salary increments and performance bonuses are essential, intangible factors including public recognition, career development opportunities, and a supportive work culture also play a crucial role in lowering turnover intention. They further highlighted that misaligned or stagnant compensation packages such as wages failing to keep pace with inflation or reward systems not reflecting evolving job responsibilities can heighten dissatisfaction and increase the likelihood of employees leaving. This issue is particularly concerning to food manufacturing, where margins are tight and work demands are physically intensive. As such, integrating tangible and psychological rewards with competitive, market-aligned compensation strategies is essential for

strengthening organizational commitment and maintaining workforce stability (Yook Pei et al., 2025).

Reinforcing these patterns, Firmansyah and Isnanto (2025) conducted a systematic literature review across multiple sectors and confirmed that dissatisfaction with reward systems is a primary driver of turnover intention. Their review found that a fair and competitive reward system both financial and non-financial enhances employee loyalty, satisfaction, and engagement. The study calls for organizations to implement transparent, performance-linked reward structures that address both the material and emotional needs of employees. Their analysis suggests that without such structures, organizations are likely to face chronic retention issues, particularly in sectors like food manufacturing where job enrichment opportunities are limited (Firmansyah & Isnanto, 2025).

Collectively, these findings present a consistent narrative: well-structured reward system systems are integral to mitigating turnover intention. A successful reward system framework should balance extrinsic motivators (e.g., base pay, allowances, bonuses) with intrinsic drivers (e.g., recognition, autonomy, skill development) (Noorazem et al., 2021). For food manufacturing firms operating in Malaysia, this balance is vital due to the physically intensive nature of the work and limited promotional pathways (Mun et al. (2024). Organizations should therefore consider integrating special allowances, contract bonuses, milestone reward systems, training opportunities, and regular feedback sessions as part of their strategic HR offerings (Awoitau et al., 2024).

Furthermore, communication and transparency in reward system practices play a critical role in reinforcing employee trust, as even the most generous reward systems can fail if employees are unaware of their eligibility or perceive inconsistency in how rewards are distributed (McMullen & Dahle, 2024). Clear policies regarding salary scales, bonus criteria, and performance appraisal processes shared through regular briefings or employee handbooks can enhance perceived fairness and reduce uncertainty. Employees who understand how and why they are rewarded are more likely to remain engaged and committed (Shinde, 2025).

2.4 Relationship between employee promotion and turnover intention

In hierarchical and production-driven sectors such as food manufacturing, opportunities for advancement play a crucial role in shaping employee morale, engagement, and long-term commitment. Employees who perceive clear, merit-based promotional pathways are more likely to experience job satisfaction and exhibit lower turnover intention (Collin, 2018; Tam et al., 2024).

In Malaysia's manufacturing sector, the relationship between promotion opportunities and turnover intention has gained increasing attention. Tam et al. (2024) conducted a study on the predictors of turnover intention in the northern manufacturing corridor and found that while compensation remained the strongest factor, promotion and career advancement opportunities also played a significant role in retaining employees. The study highlighted that when promotional systems

were transparent and linked to performance, employees demonstrated higher commitment and were less likely to seek employment elsewhere (Tam et al., 2024)

Even in contexts with diverse operational demands, employees were more inclined to stay when they believed that upward mobility was attainable (Chen et al., 2021). In particular, food manufacturing firms, which often offer limited managerial layers, benefit from implementing structured internal mobility strategies such as technical role progression, team lead promotions, or supervisory tracks. These options reinforce employees' perceptions of long-term growth within the organization and reduce feelings of career stagnation (Firmansyah & Isnanto, 2025).

Promotion opportunities are a critical factor in shaping employees' retention decisions, as fair and consistently implemented promotion systems foster loyalty and reduce turnover intention (Gom et al., 2021). In particular, food manufacturing firms, which often have limited managerial layers, benefit from implementing structured internal mobility strategies such as technical role progression, team lead promotions, or supervisory tracks to reinforce perceptions of long-term career growth and prevent stagnation (Firmansyah & Isnanto, 2025). Hou and Hanapiyah (2024) further emphasize that career development satisfaction whether achieved through internal promotions, role enrichment, or lateral career opportunities significantly enhances job satisfaction and organizational commitment. Together, these studies underscore the importance of transparent, merit-based promotion pathways in fostering employee engagement, reducing withdrawal intention, and strengthening retention in Malaysia's food manufacturing sector.

Moreover, the perception of fairness in promotion practices plays a crucial role. Employees are more likely to remain loyal when promotions are based on performance evaluations, documented criteria, and consistent timelines (Sam et.al, 2022). When organizations fail to communicate promotion pathways or apply inconsistent advancement decisions, employees may interpret these gaps as favoritism or lack of appreciation, thereby increasing their intent to leave (Gelencsér et al., 2023). Formal mechanisms such as internal job postings, structured performance reviews, and career pathing programs can strengthen employees' trust in the organization's long-term investment in their growth (Tang et al., 2021). Perceived investment in employee development through such mechanisms has been shown to significantly reduce turnover intention (Martini, 2023). Transparent, merit-driven promotion systems have been shown to foster trust, enhance productivity, and improve morale, while clearly defined advancement pathways strengthen employee engagement and reduce turnover intention (Al-Oufi, 2025).

In Malaysia's manufacturing sector, Mun et al. (2024) found that while career development did not directly affect turnover intention, complementary factors such as fair rewards and work-life balance play a critical role in retaining employees. This highlights the importance for HR practitioners to implement transparent, performance-based advancement systems and communicate with them clearly. Failure to do so may result in employee dissatisfaction, perceived favoritism, and increased turnover intention (Mun et al., 2024)

2.5 Relationship between supervisory support and turnover intention

Supervisory support is a key relational factor influencing employees' turnover intention. In the food manufacturing sector characterized by high-pressure environments, strict production schedules, and hierarchical structures supportive supervisory relationships help reduce workplace stress, foster engagement, and lower employees' intent to leave (Suhaimi et. al, 2023). Employees who perceive supervisors as approachable, empathetic, and responsive are more likely to experience job satisfaction and exhibit lower turnover intention. Empirical evidence from the food processing industry shows that supervisor support enhances job attachment, which in turn lowers turnover intention (Raditriono & Hendarsjah, 2024).

Supervisory support is a critical element of employee experience and plays a significant role in shaping job satisfaction, motivation, and organizational commitment. It refers to the extent to which employees perceive their immediate supervisors as approachable, empathetic, and capable of providing both emotional and task-related assistance. Effective supervisory support not only enhances the day-to-day work experience but also contributes to employees' long-term attachment to the organization. In high-pressure work environments such as food manufacturing, supportive supervisors can serve as stabilizing forces that reduce anxiety and improve morale (Fitri et al., 2023). Empirical evidence from manufacturing firms demonstrates that supervisory support enhances job satisfaction, which in turn lowers employees' turnover intention (Iqbal et al., 2020).

Supervisors serve as the primary communication bridge between frontline workers and upper management. Their behavior significantly shapes how employees interpret organizational culture, policies, and fairness (Farasat et al., 2022). Said and Muzakki (2024) found that supportive supervisory actions such as active listening, providing regular feedback, and recognizing employee efforts significantly reduced resignation rates. These behaviors fostered psychological safety and a sense of belonging, both of which were strongly associated with reduced turnover intention (Shinde, 2025). Similarly, Xiaolong et al. (2023) found that perceived supervisory support was negatively correlated with emotional exhaustion among employees in high-pressure industries, including manufacturing. These findings suggest that supervisory support not only improves the work experience but also acts as a protective factor against the mental fatigue that often contributes to resignation (Xiaolong et al., 2023).

In Malaysia's food manufacturing industry where labor-intensive tasks, strict production schedules, and rigid chain-of-command structures are common supervisory support becomes especially critical (Noor et al., 2024). Employees who lack sufficient guidance, feedback, or encouragement may feel undervalued, leading to disengagement, lower morale, and a stronger turnover intention (Noor et al., 2024). Empirical evidence from Malaysia's broader service sector also confirms this trend: supervisor support and work-life policies rank among the key factors influencing turnover intention (Zainal, 2022). To reduce turnover intention through enhanced supervisory practices, food manufacturing firms should invest in leadership development programs for mid-level and frontline supervisors focusing on emotional intelligence, active listening, and conflict resolution. Training in these

areas cultivates a supportive supervisory culture, and when paired with structured feedback systems that incorporate employee input on supervisory performance, can strengthen trust and organizational commitment (Bak, 2020).

Moreover, reinforcing a workplace culture that promotes open communication and regular check-ins can strengthen supervisory relationships. Formal one-on-one sessions, recognition of effective supervisors, and integration of support-oriented leadership into performance metrics are proven strategies. When combined with reward systems and career development opportunities, these initiatives form a holistic approach to improving retention (Odai et al., 2021). In support of Said and Muzakki (2024), Ahmad Suhaimi et al. (2023) demonstrated a statistically significant negative relationship between supervisory behavior, work–life balance, and turnover intention among Malaysian manufacturing employees. Likewise, Norizan et al. (2022) found that perceived supervisory support alongside organizational justice significantly reduces turnover intention among Malaysian food and beverage workers. Together, these studies affirm that supervisory support is a critical means to decrease turnover through emotional reassurance, feedback, and care for employee well-being (Said and Muzakki, 2024)

The reviewed literature highlights that supervisory support is not merely an interpersonal nicety but a strategic lever in reducing turnover intention, particularly in high-pressure and labor-intensive sectors like food manufacturing (Noor et al., 2024). The implications are twofold. Firstly, supervisory behavior such as active listening, regular feedback, and emotional support directly influences employees'

psychological well-being and organizational attachment. Secondly, when supervisory support is lacking or inconsistently applied, it leads to disengagement, emotional exhaustion, and increased turnover risks (Shinde, 2025). These findings imply that food manufacturing firms must invest in structured leadership development, prioritize support-oriented supervisory practices, and integrate employee feedback into supervisor evaluations. By institutionalizing these practices, organizations can build resilient teams, reduce attrition, and foster long-term workforce stability (Shinde, 2025).

2.6 Underpinning Theory

The Social Exchange Theory (SET), first introduced by Blau (1964), is a well-established theoretical framework used to explain workplace relationships and employee behaviour. The theory is grounded in the principle of reciprocity, which posits that social and workplace interactions are based on mutual give-and-take. When individuals receive valued resources whether tangible (e.g., financial rewards) or intangible (e.g., support, recognition) from another party, they feel an obligation to reciprocate with positive attitudes and behaviours (Cropanzano & Mitchell, 2005).

In organizational contexts, SET suggests that employees' decisions to remain or leave are influenced by the perceived quality of exchanges between themselves and their employers (Shinde, 2025). Favourable exchanges, such as equitable rewards, transparent promotion pathways, and supportive supervisory relationships, strengthen trust and commitment, thereby reducing turnover intention (Afsar et al.,

2018). Conversely, when employees perceive an imbalance such as inadequate compensation, limited career progression, or poor supervisory support they may reciprocate with reduced engagement and a stronger intention to leave (Kissi et al., 2023)

In Malaysia's food manufacturing sector particularly in industrial hubs like Shah Alam, where operations are tightly scheduled and labor is specialized certain organizational practices are critical in influencing turnover intention. Fair and competitive reward systems signal to employees that their contributions are valued, encouraging loyalty and reducing their intention to leave (Mun et al., 2024). Transparent and merit-based promotion opportunities reinforce perceptions of fairness and career growth, which are strongly associated with higher retention rates (Zhou, Ibrahim, & Awang, 2022). Similarly, supportive supervisory relationships, characterized by empathy, accessibility, and responsiveness, enhance job satisfaction and organizational commitment, thereby lowering turnover intention (Kang, Gatling, & Kim, 2015).

The Social Exchange Theory (SET) is particularly relevant in examining turnover intention as it explains the relational and psychological processes underlying employees' decisions to stay or leave (Hui, 2021). In the food manufacturing industry, where skilled and experienced employees are essential for operational stability, maintaining high-quality exchanges is critical. By offering fair rewards, structured promotion pathways, and supportive supervision, organizations foster positive reciprocal relationships that lower employees' intention to leave decisions

(Noorazem et al., 2021). SET thus provides a robust lens for analysing the influence of organizational practices on turnover intention, aligning closely with the issues identified in Malaysia's food manufacturing sector, where gaps in rewards, promotions, and supervisory support have been shown to influence employees' decisions to remain or exit (Blau, 1964; Cropanzano & Mitchell, 2005; Mun, Yuen, & Yeap, 2024). This theoretical grounding supports the development of research hypotheses and guides the methodological approach in subsequent chapters.

2.7 Chapter Summary

Chapter 2 reviewed literature on factors influencing turnover intention in Malaysia's food manufacturing industry, focusing on three key organizational determinants: reward system, employee promotion, and supervisory support. The Social Exchange Theory (SET) was introduced as the theoretical foundation, explaining how high-quality exchanges between employees and employers, built on fairness, reciprocity, and mutual commitment, can reduce turnover intention. This chapter established the conceptual link between organizational practices and employees' decisions to stay or leave, providing a theoretical and empirical basis for the development of research hypotheses and the methodology outlined in Chapter 3.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlined the research methodology employed to investigate the determinants of turnover intention in Malaysia's food manufacturing industry, with a specific focus on firms located in Shah Alam, Selangor. It details the research design, unit of analysis, target population, sampling techniques, data collection procedures, and data analysis methods adopted to achieve the research objectives.

3.2 Research Framework

Figure 3.1 presents the conceptual framework developed to examine the determinants of turnover intention (dependent variable) among employees in Malaysia's food manufacturing industry. The framework highlights three key organizational factors: reward system, employee promotion, and supervisory support as the independent variables. It serves as a visual guide for understanding the proposed relationships between the independent variables and the dependent variable, and for directing the research methodology.

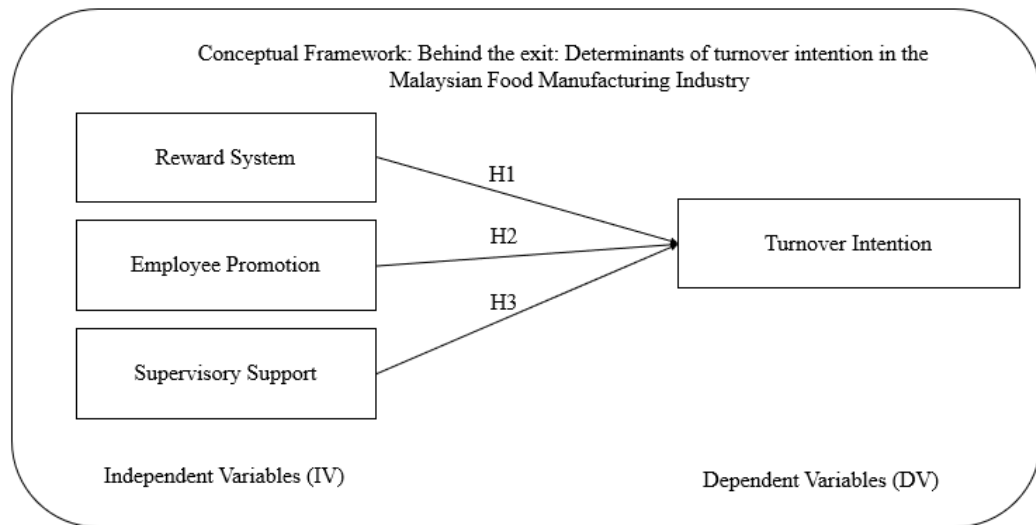


Figure 3.1 Conceptual Framework: Behind the exit: Determinants of turnover intention in the Malaysian Food Manufacturing Industry

3.3 Hypotheses of Study

H1: Reward system has a significant relationship on turnover intention among employees in the food manufacturing industry

H2: Employee promotion has a significant relationship on turnover intention among employees in the food manufacturing industry.

H3: Supervisory support has a significant relationship on turnover intention among employees in the food manufacturing industry.

3.4 Research Design

This study adopts a descriptive quantitative design, which is suitable for examining and analyzing relationships among variables within a defined population at a single point in time (Creswell & Creswell, 2023). By focusing on current conditions in

Malaysia's food-manufacturing sector, the design enables the researcher to identify prevailing trends in turnover intention and its key predictors. A purposive sampling approach is employed, whereby all managerial-level employees within each selected group are invited to participate, ensuring comprehensive representation of views across the targeted population. This method enhances response coverage and strengthens the validity of findings by capturing a comprehensive managerial perspective.

These study, investigated the relationship between three independent variables: reward system, employee promotion, and supervisory support and the dependent variable, turnover intention. Conducted within Malaysia's food manufacturing industry, specifically in a high-demand production environment in Shah Alam, the research setting was strategically chosen to capture the factors influencing employees' turnover intention in the industry. Managerial employees were selected as the target respondents for this study because they possess comprehensive insights into organizational practices related to reward systems, promotion pathways, and supervisory support. Primary data was collected through a structured, self-administered questionnaire distributed to managerial employees. The instrument included validated scales adapted from recent empirical studies on turnover intention and featured a section on demographic information (e.g., age, tenure, and job position). Secondary sources, such as recent labour market reports and academic literature, provided contextual insights into reward system practices, promotion pathways, and supervisory challenges specific to the Malaysian manufacturing

sector. These supplementary materials supported the interpretation of findings and enhanced the depth of analysis.

3.5 Sampling Technique

This study used a purposive sampling technique targeting 140 managerial employees in core manufacturing functions, as they were best positioned to provide insights on reward systems, promotion opportunities, and supervisory support related to turnover intention. This group was targeted as they are directly involved in operational oversight, policy implementation, and human resource practices, thereby providing informed perspectives on reward systems, promotion opportunities, and supervisory support in relation to turnover intention. This approach ensures that the data collected is comprehensive, contextually relevant, and aligned with the research objectives.

3.6 Population

The population for this study consisted of managerial-level employees from selected food manufacturing companies in Shah Alam's industrial zones, a location chosen for its high concentration of food processing and manufacturing firms that contribute significantly to Malaysia's manufacturing sector (MIDA, 2023). In research terms, a population refers to the entire group of individuals relevant to a particular study (Etikan et al., 2016). Managerial employees were selected because they are directly involved in decision-making, staff supervision, and the implementation of

organizational policies related to reward systems, employee promotion, and supervisory support.

3.7 Sample Size and Unit analysis

According to Krejcie and Morgan's (1970) sample size determination table, a sample size of 103 is recommended for a population of 140. In this study, the total population comprised 140 managerial-level employees, and 102 valid responses were obtained, representing 72.9% of the population. This response rate is considered acceptable and robust for organizational research (Baruch & Holtom, 2008).

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	263	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size

Source: Krejcie & Morgan, 1970

Figure 3.2
Sample Size Table
Source: Krejcie and Morgan (1970)

3.8 Pre-test and pilot test

A pilot test was conducted from June 1, 2025, to June, 5, 2025, to pre-test and examine the reliability value of each construct in the research instrument. Validity is a critical aspect of this process, as it ensures the accuracy of the measurement in assessing the intended concepts (Kumar et al., 2013). Both reliability and validity testing were essential to ensure the accuracy and consistency of the responses collected from the questionnaires. According to Bujang et al. (2024), a minimum of 30 participants is sufficient to evaluate the internal consistency of a survey instrument using Cronbach's Alpha with adequate statistical power.

In developing the instrument, validity was evaluated through content validity, construct validity, and criterion validity. The questionnaire was adapted from well-established instruments in turnover intention research. Content validity was further confirmed by consulting scholars and practitioners in human resource management and the manufacturing sector. Their feedback ensured that the items were relevant, culturally appropriate, and aligned with the study's objectives. This process involved refining item wording for clarity, removing redundancies, and ensuring alignment with the target respondents.

A total of 30 managerial-level employees from food manufacturing firms in Shah Alam participated in the pilot test. The results showed strong reliability, with Cronbach's Alpha values exceeding 0.90 for all constructs, indicating high internal consistency across questionnaire items. The reliability statistics from the pilot test are presented in Table 3.1.

Table 3.1
Reliability Statistics

Cronbach's Alpha	N of Items	Percentage (%)
0.937	30	100

According to Cavana et al. (2001), Zikmund et al. (2010), Cooper and Schindler (2011), and Hair et al. (2010), Cronbach's Alpha is a reliability coefficient that measures how well the items in a set are positively correlated. A Cronbach's Alpha value of 0.6 and above is generally considered acceptable, particularly for exploration studies. Table 3.2 provides detailed reliability analysis for all constructs in this study, confirming the robustness of the instrument used.

Table 3.2
Reliability Summary

Variable	Cronbach's Alpha	Number of Items	Interpretation
Turnover Intention	0.922	4	Excellent
Reward System	0.912	4	Excellent
Employee Promotion	0.930	4	Excellent
Supervisory Support	0.917	3	Excellent

The pilot test confirmed that the questionnaire was both reliable and valid for the main study. Feedback from participants and experts ensured that the instrument was well-suited for measuring the relationships between reward system, employee promotion, supervisory support, and turnover intention among managerial-level

employees in the food manufacturing industry. This step was instrumental in refining the questionnaire to ensure clarity, relevance, and accuracy in data collection, thereby supporting the generation of meaningful results in the full-scale study.

3.9 Data Collection Procedure

Data for this study was collected through self-administered questionnaires distributed to managerial-level employees in selected food manufacturing companies in Malaysia. The questionnaire was accompanied by a cover letter outlining the study's purpose, assuring confidentiality, and providing clear instructions for completion. Respondents were given two weeks to complete the survey, with follow-up reminders via phone calls to maximize participation. This method was suitable for the targeted population, as it allowed respondents to complete the survey at their convenience while reducing potential biases associated with interviewer-administered methods (Creswell & Creswell, 2018).

During data collection, the main challenge encountered was delays in returning completed questionnaires due to respondents' demanding work schedules. To address this, the researcher personally delivered and collected questionnaires, ensuring higher response rates. The survey instrument was divided into three sections: Section A captured demographic information; Section B measured the independent variables reward system, employee promotion, and supervisory support; and Section C addressed the dependent variable, turnover intention. This structured format ensured clarity, relevance, and consistency in responses, enabling accurate

measurement of the determinants of turnover intention in Malaysia's food manufacturing industry.

Table 3.3
Questionnaire Design

Questionnaire Design	Description
Section A	Respondent's demographic: Gender, age, job position, length of service, employment type
Section B	Contain 4 questions on reward system.
Section C	Contain 4 questions on employee promotion.
Section D	Contain 3 questions on supervisory support.
Section E	Contain 4 questions on Turnover Intention

3.10 Measurement of variables

The study employed a structured questionnaire incorporating a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to measure all variables. Each independent variable: reward system, employee promotion, and supervisory support was assessed using multiple items adapted from validated instruments in previous empirical studies, ensuring content validity, internal consistency, and relevance to the manufacturing sector.

The reward system was measured through financial and non-financial dimensions reflecting employees' perceptions of fairness and adequacy, using the scale from Mun et al. (2024). Employee promotion was assessed using items from Artopo and

Wahyuni (2023) that evaluate career alignment, growth opportunities, and advancement prospects. Supervisory support was measured with items from the same source, focusing on managerial concern, approachability, and dependability. These measures capture essential aspects of career development and leadership support in relation to turnover intention.

The dependent variable, turnover intention, was measured using items that assessed employees' thoughts about quitting, intentions to search for alternative employment, and willingness to remain with the organization. These items were adapted from Suhaimi et al. (2023), who explored turnover intention among manufacturing employees in Malaysia. All scales were subjected to reliability testing, with Cronbach's alpha values exceeding the threshold of 0.70, confirming strong internal consistency. The items and their respective sources are summarized in Table 3.4

Table 3.4
Items and the origin of the items for every variable

Item	Item Code	Survey Items	Source
Turnover Intention	T1 01	I intend to leave my company	Artopo, A., & Wahyuni, S. (2023)
	T1 02	I intend to stay in my present company as long as possible	
	T1 03	I'm not actively thinking about leaving this department	
	T1 04	Staying in this role might limit my future opportunities	

Table 3.4 (Continued)

Item	Item Code	Survey Items	Source
Reward system	R 01	My company offers benefits that are competitive with other companies	Devi, S. et al., (2022)
	R 02	The reward systems at my job encourage me to keep working here	
	R 03	I am satisfied with the amount of reward system given by the current organization when I perform well	
	R 04	The company provides fair reward systems for my contributions	
Employee Promotion	EP 01	My present job is useful in achieving my career goals	Artopo, A., & Wahyuni, S. (2023)
	EP 02	Working here helps me grow in my career	
	EP 03	I feel that my present job will lead to future attainment of my career goals	
	EP04	My present job is relevant to growth and development in my career	
Supervisor Support	SS 01	My manager is very concerned about the welfare of those under him/her	Artopo, A., & Wahyuni, S. (2023)
	SS 02	I feel comfortable sharing work problems with my manager	
	SS 03	My manager can be relied upon when things get difficult at work	

3.11 Techniques of Data Analysis

3.11.1 Reliability Test

A reliability test was conducted to assess the internal consistency of the research instrument using Cronbach's Alpha. This test measured the degree to which items within each construct were correlated and consistently reflected the underlying

variable. A Cronbach's Alpha value of 0.70 or higher was generally considered acceptable, while values above 0.80 indicated good reliability, and values above 0.90 demonstrated excellent reliability, as suggested by Khanal and Chhetri (2024). In this study, reliability analysis was applied to all key variables: reward system, employee promotion, supervisory support, and turnover intention. The results confirmed that the items used in the questionnaire were reliable and appropriate for further statistical analysis. These findings were consistent with those reported by previous researchers such as Ramu et al. (2023) and Bujang et al. (2024), who also emphasized the importance of achieving a high level of internal consistency in survey-based studies.

3.11.2 Linearity test

The linearity test was conducted to examine whether the relationships between the independent variables: reward system, employee promotion, and supervisory support and the dependent variable, turnover intention, follow a linear pattern. Linearity is a fundamental assumption of Pearson correlation and multiple regression analyses, as these statistical techniques require that the change in the dependent variable is proportional to the change in the independent variables (Pallant, 2020).

In this study, linearity was assessed using scatterplots for each pair of variables, as well as the analysis of variance (ANOVA) test for linearity. The scatterplots were visually inspected to ensure that data points formed an approximately straight-line pattern, while the ANOVA results were examined to confirm a statistically significant linear relationship and the absence of a significant deviation from

linearity ($p > 0.05$). The results indicated that all independent variables met the linearity assumption, confirming the suitability of the dataset for further correlation and regression analyses.

3.11.3 Normality test

The normality test was conducted to determine whether the dataset for this study followed a normal distribution, as normality is an essential assumption for parametric statistical analyses such as Pearson correlation and multiple regression (Pallant, 2020). A normally distributed dataset ensures that the results obtained are valid and reliable for hypothesis testing.

In this study, normality was assessed using both statistical and graphical methods. The statistical approach involved examining the skewness and kurtosis values for each variable, with acceptable thresholds falling within ± 2 , as suggested by George and Mallery (2019). Additionally, the Kolmogorov–Smirnov and Shapiro–Wilk tests were performed, with non-significant p-values ($p > 0.05$) indicating that the null hypothesis of normality could not be rejected.

Graphical methods, including histograms, normal Q-Q plots, and boxplots, were also inspected to visually assess the distribution shape. The results showed that all study variables exhibited skewness and kurtosis values within the acceptable range and demonstrated approximately normal distribution patterns. Therefore, the dataset satisfied the normality assumption required for subsequent parametric analyses.

3.11.4 Descriptive Analysis

Descriptive analysis was employed to examine the characteristics of the respondents and ensure data accuracy. Frequency and percentage distributions were used to summarize the demographic profiles of participants, while data screening procedures, including checks for missing values and data entry errors, were conducted prior to the formal analysis. Descriptive statistics such as mean, standard deviation, and frequency distributions were applied to provide an overview of the responses for each item and to capture the central tendencies and dispersion across the variables of interest. These steps were essential for understanding the baseline characteristics of the sample and ensuring the integrity of the dataset before proceeding with inferential analysis (Yusuf & Mahmod, 2022; Firdaus & Rahim, 2022).

3.11.5 Pearson Correlation

Pearson correlation analysis to define the linear relationship between the independent variables reward system, employee promotion, and supervisor support and the dependent variable, turnover intention. This statistical technique is appropriate for continuous data and is commonly used in social science research to determine both the strength and direction of associations between variables. The Pearson correlation coefficient (r) ranges from -1 to +1, where values closer to ± 1 indicate stronger relationships, and values near 0 suggest weak or no relationship. Based on Cohen's (1988) guidelines, correlation coefficients between 0.10 to 0.29 indicate a weak relationship, 0.30 to 0.49 a moderate relationship, and 0.50 and above a strong

relationship. In this study, the Pearson correlation analysis helps to determine whether significant relationships exist between each of the organizational factors and turnover intention among employees in the food manufacturing industry.

3.12 Chapter summary

This chapter outlined the research methodology employed to examine the determinants of turnover intention among employees in the food manufacturing industry in Shah Alam, Malaysia. Specifically, the study aimed to explore how the reward system, employee promotion, and supervisory support contributed to the formation of turnover intention.



CHAPTER FOUR

RESULTS

4.1 Introduction

This chapter presents the findings of the data analysis conducted to investigate the influence of the independent variables: reward system, employee promotion, and supervisory support on the dependent variable, turnover intention, among managerial-level employees in the food manufacturing industry. Data collected through the survey were analyzed using SPSS, employing various statistical techniques, including frequency analysis, descriptive statistics, Pearson correlation, and multiple regression analysis

4.2 Respondent Profile

This section presents the demographic characteristics of the respondents working in the food manufacturing industry. Understanding demographic variables is crucial for contextualizing the findings and identifying trends that may influence turnover intention. Key attributes collected include gender, age, working experience, marital status, education level, and department or job specialization.

Most of the respondents were female, comprising 66.7% ($n = 68$) of the sample, while 33.3% ($n = 34$) were male. This gender distribution reflects the typical workforce composition in the food manufacturing industry, where male employees often dominate operational and technical roles. In terms of age, most respondents fell

within the 35–44 years range (45.1 %, n = 46), followed by those aged 25-34 years range (38.2%, n = 39), 45-54 years range (14.7%, n = 15) and those from below 25 ages (2.0%, n = 2). This distribution indicates a workforce consisting primarily of mid-career employees with established work patterns and organizational familiarity.

With regard to length of service, the majority of respondents had been employed for more than 5 years (55.9%, n = 57), indicating a workforce with substantial industry experience and deep familiarity with operational processes, organizational culture, and job expectations. This level of tenure suggests that a significant portion of the participants are well-positioned to evaluate long-term trends and workplace conditions that may influence their intention to stay or leave. Respondents with 1 to 3 years of service accounted for 26.5% (n = 27), representing employees in the early stages of their careers who may still be forming perceptions about job fitness and growth opportunities. Meanwhile, 10.8% (n = 11) were with their organization for 4 to 5 years, a period often associated with increased responsibilities and expectations for advancement. A smaller segment, 6.9% (n = 7), worked for less than 1 year, likely to offer fresh perspectives from new entrants to the industry.

Most respondents held positions at the Executive Level (45.1%, n = 46), indicating a substantial proportion of employees were directly involved in day-to-day operations and administrative tasks. This was followed by those at the Supervisor Level (30.4%, n = 31), who typically oversee frontline workers and manage departmental functions. A smaller group held Managerial Level positions (19.6%, n = 20), involving

strategic decision-making and resource management responsibilities. The smallest group was from the Head of Department level (4.9%, $n = 5$), who are generally tasked with overseeing entire units and aligning departmental goals with organizational objectives.

In terms of employment type, the vast majority of respondents were engaged on a full-time basis (98.0%, $n = 100$), while only a small fraction was employed on a contractual basis (2.0%, $n = 2$). This distribution suggests that the workforce in the food manufacturing industry is largely composed of permanent employees, who are more likely to have consistent exposure to organizational practices, policies, and culture over time. As full-time employees typically benefit from greater job security, structured benefits, and clearer career progression pathways, their responses offer more stable and representative insights into long-term employment experiences and the underlying factors that contribute to turnover intentions. Conversely, the small number of contract workers provides a limited but potentially contrasting viewpoint regarding job stability and organizational commitment.

Table 4.1
Summary of demographic characteristics of respondents

Item	Categories	Frequency (n)	Percentage (%)
Gender	Male	34	33.3
	Female	68	66.7

Table 4.1 (Continued)

Item	Categories	Frequency (n)	Percentage (%)
Age	Below 25	2	2.0
	25-34	39	38.2
	35-44	46	45.1
	45-54	15	14.7
Job Position	Supervisory Level	31	30.4
	Executive Level	46	45.1
	Managerial Level	20	19.6
	Head of Department	5	4.9
Length of service	Less than 1 year	7	6.9
	1-3 years	27	26.5
	4-5 years	11	10.8
	More than 5 years	57	55.9
Employment type	Fulltime	100	98.0
	Contract	2	2.0

Overall, the demographic profile of the respondents indicates that the workforce in the food manufacturing industry is predominantly male, mid-career, and operationally involved, with most employees having substantial work experience and diverse job roles. This combination of experience and functional diversity ensures that the insights collected reflect real-world conditions and practical challenges in industry. The variety in job positions, educational backgrounds, and employment

types supports a comprehensive understanding of the factors contributing to turnover intention within this sector.

4.3 Descriptive Analysis

Descriptive statistics were conducted to summarize employees' perceptions of the key variables: reward system, employee promotion, supervisory support, and turnover intention. As presented in Table 4.2, employee promotion recorded the highest mean score ($M = 3.757$, $SD = 0.9291$), indicating that employees generally view their opportunities for advancement within the organization positively. Supervisory support followed closely ($M = 3.748$, $SD = 0.9732$), suggesting that employees feel their supervisors are supportive and responsive to their needs.

The turnover intention variable recorded a mean score of 3.49 ($SD = 0.895$), indicating a moderate propensity among respondents to consider leaving the organization. This suggests that while employees may not be actively disengaged, there are underlying factors influencing their thoughts of departure. Among the independent variables, the reward system received the lowest means ($M = 3.434$, $SD = 0.8816$), implying that dissatisfaction with compensation and recognition may be contributing to increased turnover intention.

These findings indicate that while promotional opportunities and supervisory support are relatively well-regarded by employees, concerns around reward systems could be a critical factor influencing their desire to leave. The patterns observed here provide preliminary evidence supporting the potential impact of internal organizational

factors on turnover intention, which will be further explored in the correlation and regression analyses that follow.

Table 4.2

Rank summary of mean and standard deviations of the variables

Rank	Variables	N	Mean	Standard Deviation
1	Reward system	102	3.434	0.8816
2	Employee Promotion	102	3.757	0.9291
3	Supervisory Support	102	3.748	0.9732
4	Turnover Intention	102	3.485	0.8954

4.4 Data Screening

4.4.1 Reliability

The purpose of conducting a reliability analysis is to assess the internal consistency of the items used to measure each variable. A reliable instrument ensures that the items are stable, consistent, and accurately reflect the intended construct. Cronbach's Alpha (α) is the most widely used statistic for evaluating reliability, where values above 0.70 are generally considered acceptable for social science research. In this study, reliability analysis was performed for all key constructs: reward system, employee promotion, supervisory support, and turnover intention. As presented in Table 4.3, all variables demonstrated high reliability, with Cronbach's Alpha values ranging from 0.881 to 0.953. Specifically, employee promotion showed the highest internal consistency ($\alpha = 0.953$), followed by turnover intention ($\alpha = 0.928$), reward system ($\alpha = 0.915$), and supervisory support ($\alpha = 0.881$). These results confirm the

consistency of participant responses and validate the reliability of the instrument used in this study.

Table 4.3
Summary of the Cronbach's Alpha of the variables

Variable	Cronbach's Alpha	Number of Items	Interpretation
Reward system	0.915	4	Acceptable
Employee Promotion	0.953	4	Acceptable
Supervisory Support	0.881	3	Acceptable
Turnover Intention	0.928	4	Acceptable

The reliability assessment indicates that all variables in the study demonstrate strong internal consistency, supporting the reliability of the measurement instrument. Among the constructs, employee promotion exhibited the highest reliability ($\alpha = 0.953$), followed by turnover intention ($\alpha = 0.928$), and reward system ($\alpha = 0.915$), all of which fall within the “excellent” range. Supervisory support also showed good reliability, with a Cronbach's Alpha value of 0.881. According to established guidelines, values above 0.70 are considered acceptable, while values above 0.90 reflect excellent reliability (Sekaran & Bougie, 2016; Tavakol & Dennick, 2011). These results confirm that the items within each construct are consistently interpreted by respondents and reliably measure the intended concepts. Overall, the findings validate the internal consistency of the instrument and reinforce the importance of using dependable measures to ensure meaningful and accurate research outcomes.

4.4.2 Linearity Test

The linearity test was conducted to confirm whether the assumption of a linear relationship between the independent and dependent variables is satisfying as essential requirement for the validity of parametric analyses such as multiple regression (Ichsan et al., 2021). A significance value (Sig.) greater than 0.05 for the deviation from linearity indicates that the relationship between variables can be considered linear, whereas a Sig. value less than 0.05 suggests a potential non-linear relationship. As presented in Table 4.4, both reward system (Sig. = 0.224) and employee promotion (Sig. = 0.116) exhibit statistically linear relationships with turnover intention, thus meeting the linearity assumption. In contrast, supervisory support recorded a Sig. value of 0.503, indicating a non-linear association. Nevertheless, supervisory support was retained for further analysis due to its strong theoretical grounding and empirical relevance. Overall, the findings suggest that the assumption of linearity is met for most of the variables, thereby justifying the use of multiple regression analysis in the study.

Table 4.4
Linearity Test

Variables	Number of Items	N	df	Sig.	Remarks
Turnover Intention * Reward system	4	102	13	0.224	Linearly dependent
Turnover Intention * Promotion	4	102	12	0.116	Linearly dependent
Turnover Intention * Supervisor Support	3	102	11	0.503	Non-linearity

4.4.3 Normality Test

To assess whether the data met the assumptions of normal distribution, both the Kolmogorov–Smirnov (K–S) and Shapiro–Wilk (S–W) tests were conducted for each variable: reward system, employee promotion, supervisory support, and turnover intention. As shown in Table 4.4, the significance values for all variables under both tests were less than 0.05, indicating that the data deviated from a perfectly normal distribution. Specifically, for the Kolmogorov–Smirnov test, reward system (Sig. = 0.022), employee promotion (Sig. = 0.000), supervisory support (Sig. = 0.000), and turnover intention (Sig. = 0.001) all recorded p-values below the threshold. Similar results were found using the Shapiro–Wilk test.

However, according to Ghasemi and Zahediasl (2012), normality tests such as K–S and Shapiro–Wilk are highly sensitive to large sample sizes, often producing statistically significant results even when the distribution is approximately normal. Additionally, Kim and Park (2019) emphasized that graphical methods and distribution shapes should complement statistical tests in assessing normality. In this study, the P–P plots and histograms demonstrated that the data approximated a normal curve, supporting the assumption that the data are sufficiently normal for parametric analysis.

Table 4.5
Normality Test

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Reward system	0.096	102	0.022	0.972	102	0.029
Employee Promotion	0.172	102	0.000	0.898	102	0.000
Supervisor Support	0.163	102	0.000	0.904	102	0.000
Turnover Intention	0.117	102	0.001	0.953	102	0.001

a. Lilliefors Significance Correction

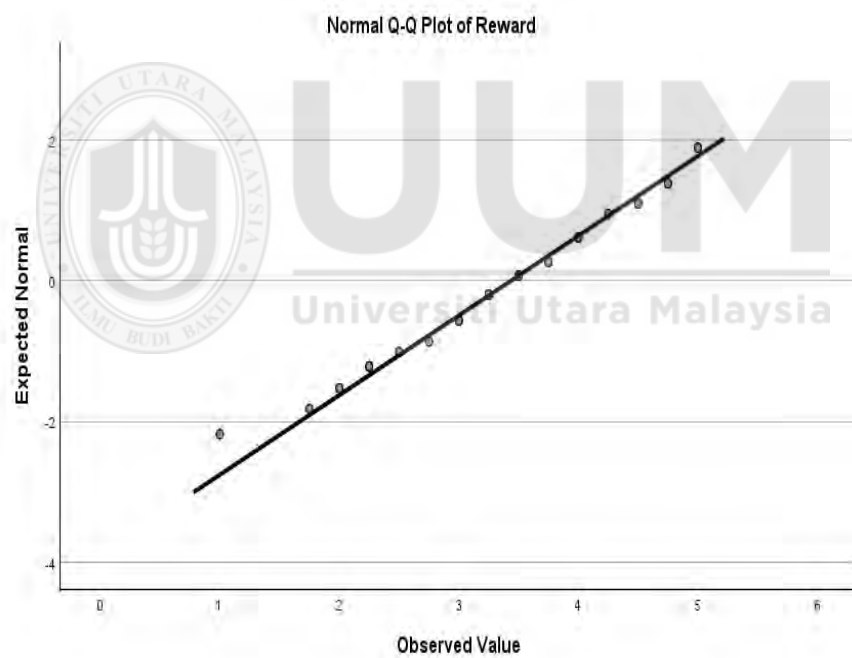


Figure 4.1
Reward system Probability Plot

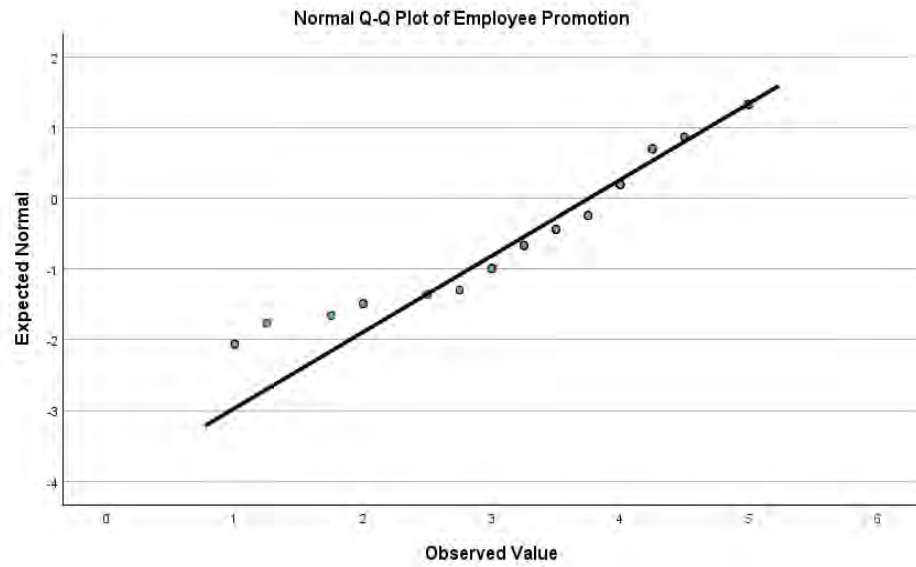


Figure 4.2
Employee Promotion Probability Plot

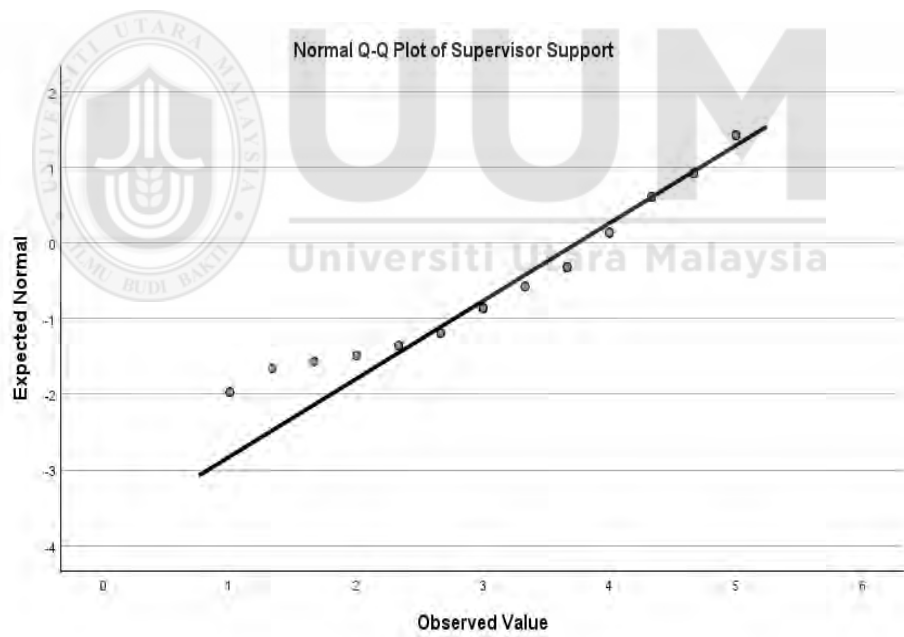


Figure 4.3
Supervisory Support Probability Plot

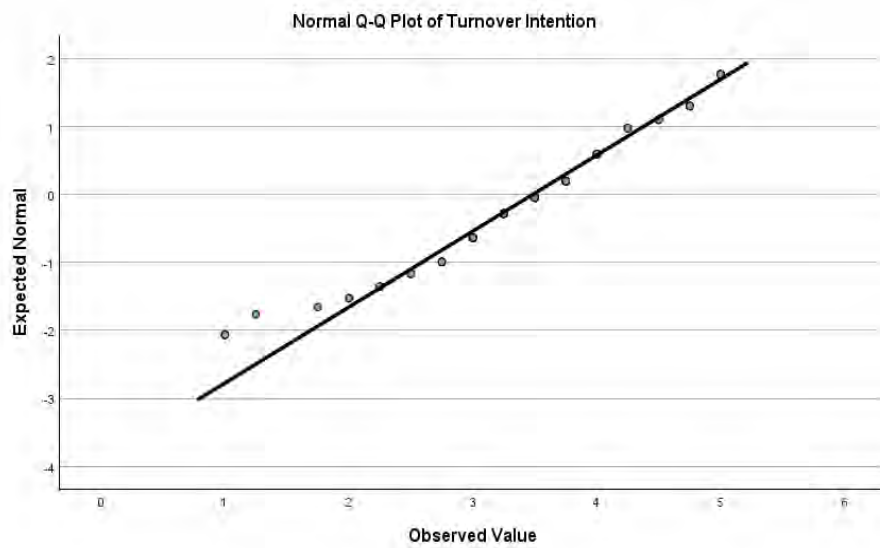


Figure 4.4
Turnover Intention Probability Plot

4.5 Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of the linear influence between the independent variables (reward system, employee promotion, and supervisory support) and the dependent variable (turnover intention). The study employed Pearson's correlation coefficient (r) to assess these associations. According to Pallant (2013), Pearson's r values range from -1 to +1, where values closer to +1 indicate a strong positive relationship, values closer to -1 suggest a strong negative relationship, and values near 0 imply no significant linear correlation. The findings from the Pearson correlation analysis are summarized in Table 4.6, providing insight into the degree to which each independent variable is associated with employees' turnover intention.

Table 4.6
Summary of the Pearson Correlation (N=102)

Variables	Pearson Correlation (<i>r</i>)
Reward system	0.812**
Employee Promotion	0.709**
Supervisory Support	0.452**

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

4.6 Hypotheses Result

This section presents the outcomes of hypothesis testing conducted to assess the relationships between the independent variables: reward system, employee promotion, and supervisory support and the dependent variable, turnover intention, among employees in the food manufacturing industry. Pearson correlation analysis was employed to determine the statistical significance, direction, and strength of each relationship. The hypotheses were tested at a value range from -1 to +1.

Table 4.7
Summary of findings

Hypotheses	Statement	Correlation Outcome	Result
H1	Reward system has a significant relationship on turnover intention among employees in the food manufacturing industry	0.812**	Accepted

H2	Employee promotion has a significant relationship on turnover intention among employees in the food manufacturing industry.	0.709**	Accepted
H3	Supervisory support has a significant relationship on turnover intention among employees in the food manufacturing industry.	0.452**	Accepted

The hypotheses result revealed that the reward system ($r = 0.812$, $p < 0.01$) and employee promotion ($r = 0.709$, $p < 0.01$) both had a significant influence on turnover intention, supporting H1 and H2. Similarly, supervisory support ($r = 0.452$, $p < 0.01$) also demonstrated a significant influence on turnover intention, supporting H3. The p-value of less than 0.01 indicates that the probability of these results occurring by chance is less than 1%, providing strong statistical evidence for the relationships observed. Overall, the findings confirm that all three independent variables significantly influence turnover intention, with the reward system showing the strongest association.

4.7 Chapter summary

This chapter presented the findings of the study, including the response rate, demographic profile of respondents, reliability analysis of the study variables, and the results of hypothesis testing. The analysis covered descriptive statistics, correlation, and regression to examine the determinants of turnover intention reward

system, employee promotion, and supervisory support among employees in Malaysia's food manufacturing industry. The results provide empirical evidence that reinforces the theoretical framework underpinning the study. The next chapter will present a synopsis of the results, discuss the findings in relation to existing literature, explain the outcomes, outline the implications, highlight the study's limitations, and offer recommendations for future research.



CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter provides the study's conclusions and a summary of its key findings. It also highlights the scope and limitations of the research. In addition, recommendations based on the results and conclusions are presented to guide future research and practical applications

5.2 Discussion of findings

5.2.1 Relationship between reward system and turnover intention among food manufacturing industry employees

Hypothesis H1: Reward system has a significant relationship on turnover intention among employees in the food manufacturing industry.

The findings revealed a significant influence between reward system and turnover intention among employees in the food manufacturing industry ($r = 0.812$, $p < 0.01$). This outcome suggests that the existing reward system may be contributing to higher turnover intention, potentially due to employees' feelings of dissatisfaction. Although reward systems are generally intended to enhance motivation, satisfaction, and retention, the findings of this study indicate that the current reward system practices may fall short of meeting employee expectations and, in some cases, may even contribute to disengagement and a higher turnover intention.

Several issues within the reward system structure of the study company help explain this unexpected influence on turnover intention. First, the performance bonus system applies a fixed KPI weightage, limiting its ability to differentiate individual contributions effectively. Employees perceive this structure as rigid and demotivating, as it fails to acknowledge varying levels of effort and achievement across departments.

Furthermore, a lack of transparency in the company's performance management communication further contributes to employees' dissatisfaction, making the reward system appear even more inequitable and unclear. Employees are not informed of the organization's overall performance targets or outcomes, which directly impact bonus payouts. This absence of shared information creates a sense of uncertainty and disconnect, leading employees to question the integrity and rationale of the reward system distribution process. Without clear linkage between their performance, company results, and corresponding reward systems, employees are more likely to perceive the system as arbitrary or unjust.

Further dissatisfaction arises from the company's inadequate medical coverage, particularly for managerial-level employees. Despite their elevated responsibilities, managers receive the same basic health benefits as non-managerial staff, including limited coverage for immediate family members. This uniform approach fails to reflect industry norms, where managerial roles typically receive more comprehensive medical plans. The current coverage is not competitive with market standards,

leading to perceptions of undervaluation and contributing to increased turnover intention.

Moreover, the Long Service Reward system program, a form of indirect monetary compensation, is perceived as non-competitive and lacking in meaningful recognition. While such programs are traditionally designed to honor employee loyalty and long-term contributions, in this organization, the monetary value and symbolic significance of the reward system are minimal. As a result, long-serving employees feel undervalued and overlooked, particularly when compared to industry practices where tenure-based reward systems are more substantial and accompanied by public recognition or career incentives. The inadequacy of this benefit not only undermines employee morale but also weakens retention among experienced staff who expect tangible appreciation for their sustained commitment. Collectively, these issues highlight a reward system that appears outdated and misaligned with current workforce expectations, showing little evidence of periodic review or adaptation to evolving employee needs and competitive benchmarks within the manufacturing sector.

These findings align with Tam et al. (2024), who reported that unclear, inflexible, and non-performance-based compensation structures were associated with increased turnover in Malaysia's manufacturing sector. In this study, the reward system may be perceived as reactive rather than strategically implemented in response to retention problems rather than as a proactive tool for engagement and motivation. In summary,

while reward systems are intended to reduce turnover intention, they must be perceived as fair, competitive, and aligned with the employees' expectations to be effective. Without such alignment, even well-intentioned reward system mechanisms may contribute to employee dissatisfaction and higher turnover intention.

5.2.2 Relationship between employee promotion and turnover intention among food manufacturing industry employees

Hypothesis H2: Employee promotion has a significant relationship on turnover intention among employees in the food manufacturing industry.

The study revealed a significant influence between employee promotion and turnover intention among food manufacturing industry employees ($r = 0.709$, $p < 0.01$). This indicates that employees who experience dissatisfaction with promotion recognition are more likely to consider leaving the organization. While promotions are traditionally viewed as mechanisms to enhance motivation, loyalty, and engagement, these finding highlights that poorly executed or perceived promotions can instead increase employee dissatisfaction and drive turnover.

In the research context, several underlying factors explain this result. One key issue is the expansion of roles and responsibilities post-promotion without corresponding efforts to support work-life balance. Employees often report a significant increase in workload and expectations following a promotion, without receiving adequate resources or flexible arrangements to manage the added pressure. This leads to stress and burnout, especially working in manufacturing environments. Another concern

arises when unrelated job functions are merged following a promotion. This practice creates confusion and role ambiguity, as employees are expected to manage tasks beyond their expertise or original job scope. The lack of clarity in responsibilities and expectations reduces job satisfaction and leads employees to question the value of their promotion.

Moreover, promotions without formal redesignation have been reported, where employees are assigned higher responsibilities or expanded roles without corresponding changes in their job titles or official position classification. This lack of formal redesignation creates frustration among employees, as it signals insufficient recognition of their career progression and may limit future advancement opportunities for the next career movement. For example, employees are given additional responsibilities and positioned as leaders within their teams, yet no changes in their official designation or job grade are reflected in HR systems or organizational charts. This lack of formal recognition undermines morale and creates a perception of being undervalued.

Additionally, some promotions within the organization are perceived as conditional or provisional, requiring employees to undergo short term assignments or structured performance reviews before officially receiving the new role or associated compensation. This uncertainty and delay in recognition can erode trust and motivation, making employees more likely to consider external opportunities that offer clearer and immediate career advancement. The absence of transparency

regarding promotion criteria and the lack of assurance that advancement will be finalized can create ambiguity and emotional strain. Employees may begin to question the credibility of the promotion process and feel their contributions are undervalued or exploited without guaranteed recognition.

These findings align with Sam and Teoh (2022), who observed that unclear, unfair, or politically influenced promotion practices significantly impact on employees' emotional attachment to the organization. When promotions are perceived as inequitable or burdensome rather than reward system, they can drive disengagement and turnover. Ultimately, while promotion is intended to reward system and retain talent, ineffective promotion practices such as workload inflation, role ambiguity, and lack of formal recognition can produce the opposite effect. Organizations must ensure that promotions are structured, fair, and supportive of both professional development and employee well-being to reduce turnover intention.

5.2.3 Relationship between supervisory support and turnover intention among food manufacturing industry employees

Hypothesis H3: Supervisory support has a significant relationship on turnover intention among employees in the food manufacturing industry.

The study revealed a significant influence between employee promotion and turnover intention among food manufacturing industry employees ($r = 0.452$, $p < 0.01$). This suggests that employees who perceive higher levels of support from their supervisors are less likely to consider leaving the organization. While not the

strongest factor in comparison to reward system and promotion, supervisory support remains a critical relational element that influences employees' emotional commitment and retention.

Within the organization under study, several underlying issues contribute to why supervisory support affects turnover intention. One major concern is the perception of favoritism. Some employees feel that supervisors give preferential treatment to selected individuals, particularly in assigning overtime, approving leave, or offering development opportunities. This perceived inequality can cause resentment among team members, leading to disengagement and thoughts of leaving the organization.

Another critical issue affecting supervisory relationships in the food manufacturing industry is the lack of role clarity. When supervisors fail to communicate clear expectations regarding job scope, reporting lines, and performance indicators, it can lead to confusion, duplicated tasks, and inefficiencies. This ambiguity becomes especially problematic in highly structured environments like food manufacturing, where roles and responsibilities must be well-defined to meet quality and safety standards. Employees experiencing unclear roles are more likely to feel overwhelmed, unsupported, and undervalued factors that contribute significantly to job dissatisfaction and eventual turnover intention. As highlighted by Yusof et al. (2023), role clarity not only improves employee confidence and focus but also strengthens trust in supervisory relationships, which is essential for long-term retention. In the context of this study, which focuses on the relationship between

supervisory support and turnover intention, role clarity serves as a key dimension through which supervisors can either alleviate or aggravate an employee's intention to leave. Poor communication leads to misalignment, confusion, and detachment.

Additionally, many supervisors are perceived to lack a holistic leadership approach. Their focus tends to be task-driven, with limited attention paid to employee well-being, personal development, or motivational support. This one-dimensional leadership style can create an emotionally distant work environment, where employees feel unsupported beyond their daily output. When supervisory guidance is limited to enforcing rules or meeting production targets, employees may feel like replaceable labor rather than valued contributors, increasing the likelihood of turnover intention.

These observations align with Suhaimi et al. (2023), who emphasized that employees who experience supportive, empathetic, and culturally aware supervisory relationships exhibit lower turnover intention. Supervisors are not only operational leaders but also relational anchors for employees, especially in demanding industries like food manufacturing. Ultimately, strengthening supervisory support through leadership development, cultural sensitivity training, and consistent performance management practices can help reduce perceived bias, improve communication, and foster a more inclusive and emotionally supportive workplace factors that are essential for improving employee retention.

5.3 Implication of study

5.3.1 Implication for policymakers

The findings of this study provide valuable insights for policymakers responsible for labor, employment standards, and industrial development in Malaysia. The significant positive relationships between dissatisfaction with reward system and promotion systems and turnover intention highlight the need for stronger policy frameworks that promote fair, transparent, and employee-focused HR practices in the manufacturing sector.

Firstly, policymakers should consider introducing or strengthening industry guidelines that set minimum standards for performance-based reward systems and employee recognition. The lack of benefits such as the 13th-month salary, outdated long-service reward systems, and rigid bonus structures still common in many local manufacturing companies shows the need for policy action to encourage more fair and competitive pay practices. Organizations should also compare their reward systems with those of competitors to ensure they remain attractive to employees. Many existing compensation packages have not been reviewed for over a decade and are no longer in line with current employee expectations. Policies and reward system systems should be updated to reflect today's trends, including more diverse, flexible, and personalized benefits. By doing so, companies and policymakers can help improve employee satisfaction, reduce turnover, and support long-term business growth.

Secondly, the study highlights issues with non-transparent such as including conditional promotions, added responsibilities without proper support, and promotions without formal title changes. These practices create confusion and reduce employee motivation, as they make career progress unclear and unrecognized. To address this, companies should prioritize transparent, merit-based promotion systems and clear career development guidelines. An updated employee handbook should clearly explain promotion criteria and be easily accessible through the company's intranet. HR policies, including revised reward system models, should be regularly updated and made available in an internal library. Since many companies now use shared service HR models, employees must rely on self-service tools to access this information. Therefore, it is important to ensure all employees, especially new employees, are properly guided on where and how to find these resources to support their career growth.

Thirdly, the study reveals key issues such as non-transparent and conditional promotion pathways, increased responsibilities without adequate support, and promotions granted without formal title adjustments. These findings suggest that leadership capacity and career development structures are lacking across many organizations. To address this, policymakers should promote structured leadership development programs that emphasize soft skill enhancement, including emotional intelligence (EQ), interpersonal communication, and decision-making. Initiatives could include EQ-IQ blended training modules, supported by an annual learning and development calendar to ensure consistency and continuity. In addition, investment

in centralized learning hubs whether physical or digital should be encouraged to provide accessible training for emerging leaders across industries. These learning centers can be commercialized or run through public-private partnerships to ensure both scalability and quality. By embedding such programs into national workforce development strategies, policymakers can help organizations adopt fair, merit-based promotion practices while strengthening leadership effectiveness in the long term.

Finally, the study's findings on supervisory favoritism, cultural misalignment with expatriate leaders, and one-dimensional leadership styles highlight the urgent need for targeted leadership development at the policy level. Policymakers should support the rollout of sector-wide training programs focused on cultural sensitivity, inclusive leadership, and emotional intelligence (EQ) particularly in labor-intensive industries with diverse workforces. To strengthen soft skills among leaders, these programs should integrate EQ-IQ blended training, supported by an annual learning and development calendar that ensures consistent leadership upskilling across all organizational levels. Additionally, leveraging centralized learning hubs or leadership development centers should be encouraged to provide accessible and structured training platforms for current and future leaders. These centers can be commercialized or operated through public-private partnerships to ensure long-term sustainability and broader industry reach. By integrating these leadership and soft skill development strategies into national workforce planning, policymakers can help strengthen managerial capabilities, enhance employee retention, and contribute to the growth of a more sustainable and competitive manufacturing workforce.

5.3.2 Implications for Practitioners

For HR practitioners, plant managers, and business leaders in the food manufacturing industry, the study offers clear implications for improving workforce retention through internal policy reforms and leadership practices. The strong positive relationship between dissatisfaction with reward systems and turnover intention underscores the urgent need for a comprehensive review of existing compensation structures. Reward system systems must go beyond fixed KPI bonuses and should be tailored to acknowledge differentiated performance, recognize long-term service, and provide benefits aligned with industry expectations, such as 13th-month bonuses or improved medical coverage. HR practitioners should regularly benchmark their reward system strategies against competitor offerings to remain attractive to both current and prospective employees.

Promotion practices must also be overhauled. The study found that promotions without supportive redesignation, unclear advancement pathways, and increased workloads without support are key triggers of turnover. Practitioners must implement fair and transparent promotion policies, ensure employees are adequately supported by post-promotion, and align new responsibilities with appropriate recognition and compensation. Involving employees in career development planning and providing clear communication on promotion criteria can significantly improve retention and trust in organizational processes.

Supervisory support, while moderately related to turnover intention, remains a critical factor in shaping day-to-day employee experience. Practitioners must ensure that supervisory roles include relational competencies such as empathy, fairness, and communication in addition to technical oversight. Training programs focused on leadership effectiveness, bias reduction, and managing cross-cultural teams should be prioritized. In multicultural environments like those common in Malaysian manufacturing, supervisors must be equipped to manage diversity respectfully and inclusively.

In summary, practitioners must shift from reactive HR responses to proactive retention strategies by addressing the very factors that contribute to dissatisfaction and disengagement particularly in reward systems, promotion, and supervisory interactions. These efforts are essential not only for reducing turnover but also for sustaining organizational performance in a competitive manufacturing landscape.

5.3.3 Implications for Researchers

This study also contributes to academic literature by highlighting the need for more integrated research models that examine multiple organizational variables together. While past research often isolates factors such as reward systems or leadership, this study confirms that turnover intention is a complex phenomenon influenced by interrelated factors. Future researchers can build upon this framework by exploring mediating or moderating variables, applying longitudinal designs to track behavioral changes over time, or expanding to comparative studies across different industries or

countries. Additionally, the study highlights the value of context-specific research in Malaysian industrial settings, which remain underexplored in international HR literature.

5.3.4 Implications for the Specific Community: The Food Manufacturing Sector

This study offers practical and strategic insights for the food manufacturing industry in Malaysia, a sector often marked by high employee turnover, labor-intensive operations, and compliance-driven workflows. The findings indicate that workforce instability, particularly among experienced and employee capabilities can be attributed not only to external job market competition but also to internal organizational shortcomings such as rigid reward system structures, unclear promotion criteria, and lack of supervisory support.

To address these issues, food manufacturing companies must move beyond operational efficiency and invest strategically in employee engagement and retention. This includes modernizing outdated compensation models with competitive incentives such as performance-based bonuses, recognition awards, and flexible benefits. Establishing transparent, merit-based career development pathways, supported by formal redesignation processes and also enhancing employees' sense of growth and belonging. To institutionalize these efforts, organizations are strongly encouraged to establish Centers of Excellence (CoEs) for workforce development as strategic hubs for standardizing HR best practices, driving leadership training, and strengthening long-term talent retention across the sector.

Moreover, the study reinforces the need for leadership development tailored to the sector's unique demands. Supervisory roles in food manufacturing are often filled by technically skilled individuals who may lack formal training in emotional intelligence, coaching, and team communication. Companies should therefore prioritize upskilling their middle managers to foster supportive leadership that reduces employee frustration, improves morale, and encourages long-term commitment.

Finally, the findings urge food manufacturing firms to reconceptualize turnover intention not merely as an HR metric, but as a critical business continuity concern. High employee turnover can disrupt production stability, erode institutional knowledge, and inflate recruitment and training costs, factors that directly undermine the sector's competitiveness in both domestic and international markets. By positioning employee retention as a core strategic priority, companies can strengthen organizational and employee resilience, enhance productivity, and support sustained business performance.

5.4 Limitation of study

While this study has provided meaningful insights into the factors influencing turnover intention within the food manufacturing industry in Shah Alam, several limitations should be acknowledged. These limitations are important to consider, both for interpreting the findings and for informing future research in this area.

Firstly, the sample size for this study was limited to 102 employees from a single manufacturing plant, despite the company operating two manufacturing plants in Malaysia. By focusing solely on one location, the findings may not fully reflect the broader organizational context or capture variations that might exist between the two sites. Factors such as differences in management approach, operational workloads, organizational culture and employee demographics at the second plant could influence turnover intention in ways not observed in this study. The limited sample size and site-specific focus reduce the generalizability of the findings across the entire organization and the broader food manufacturing industry. Future research should consider including total manufacturing employees to improve the reliability of the results.

Secondly, the research instrument employed in this study was a structured, self-administered questionnaire adapted from instruments previously utilized in global studies that were not specifically designed for the food manufacturing industry. Although these instruments have been widely validated in international research, their use in Malaysia's food manufacturing industry may not fully reflect the cultural, organizational, and workplace conditions specific to the local context. For example, differences in how employees view promotion fairness, supervisor relationships, and reward system expectations may not have been fully captured. As a result, the instrument may have missed some important local perspectives. Future research should consider developing or adapting instruments that are more closely

aligned with the Malaysian industrial environment to improve accuracy and relevance.

Lastly, the study was limited in scope as it focused exclusively on the managerial team within only one food manufacturing plant. While this provided in-depth insights into turnover intention at the managerial level, it excluded the experiences and perceptions of non-managerial or operational employees, who may face different factors influencing their intention to stay or leave. As a result, the findings may not accurately represent the views or experiences of employees at other levels within the organization. Furthermore, data collection was conducted over a brief period of 10 days, which may have restricted participation, particularly among managers who were on leave, engaged in fieldwork, or involved in other operational commitments. A more inclusive sampling strategy and an extended data collection period would likely result in a more comprehensive and representative understanding of turnover intention across different job levels. Future studies are encouraged to involve diverse employee groups and allocate more time for data collection to strengthen the robustness of the findings.

Ultimately, the research's focus on managerial employees from only one food manufacturing plant in Malaysia limits the applicability of the findings to other organizations or countries. While the results are relevant within the industrial and organizational context of Malaysia, differences in manufacturing practices, labor

regulations, reward system systems, and workplace cultures in other regions may lead to varying outcomes.

5.5 Recommendations

5.5.1 Recommendations for Practitioners

Organizations should revisit their reward system to ensure that they are fair, performance-based, and aligned with employee expectations. The study revealed that rigid KPI structures, lack of competitive long service reward systems, and absence of standard incentives such as the 13th-month salary contribute to increased turnover intention. It is recommended that employers regularly benchmark their compensation practices against industry standards and incorporate employee feedback into reward system design.

Promotion practices should be transparent, structured, and aligned with a visible reward system framework. The study revealed that employees expressed dissatisfaction with expanded responsibilities that were not accompanied by appropriate title redesignation or salary adjustments, as well as with unclear and inconsistent promotion processes. To address these concerns, HR departments should implement well-defined and merit-based promotion criteria, ensure fair and consistent opportunities across all departments, and provide adequate training and post-promotion support. Furthermore, it is essential to communicate promotion expectations and outcomes clearly, both before and after the promotion process, to build trust and reduce ambiguity. A structured and equitable approach to career

advancement can significantly improve employee motivation, organizational commitment, and retention.

In terms of supervisory support, organizations must prioritize leadership development, particularly in multicultural and diverse work environments. The study findings indicate that perceived favoritism, lack of empathy, and cross-cultural misunderstandings especially involving expatriate supervisors have a negative impact on employee retention. To address these issues, supervisors should receive targeted training in emotional intelligence, inclusive leadership, and conflict resolution. Developing these soft skills will enable supervisors to build more trusting, respectful, and effective relationships with their teams, ultimately contributing to a more supportive work environment and reducing turnover intention.

5.5.2 Recommendations for Policymakers

Policymakers are encouraged to develop or strengthen comprehensive guidelines that promote equitable and competitive HR practices in the manufacturing sector. This includes ensuring compensation structures are aligned with industry standards, such as competitive long-service reward systems, and performance-based incentives. Transparent and merit-based promotion systems should also be prioritized to address dissatisfaction related to unclear advancement pathways, lack of formal title adjustments, and unequal opportunities across departments. In addition, competency-based leadership standards that emphasize soft skills should be incorporated into national HR frameworks to enhance supervisory effectiveness, particularly in diverse

work environments. To support long-term improvements, employee retention metrics should be embedded into broader labor policy strategies, allowing for data-driven monitoring of turnover trends and workforce stability across the sector.

5.5.3 Recommendations for Future Research

Future studies should consider involving a more diverse sample that includes non-managerial and operational employees to gain a holistic understanding of turnover intentions. Expanding the scope to multiple locations or companies would also enhance the generalizability of the findings. Additionally, researchers should consider extending the data collection period and using mixed method approaches to capture richer and more nuanced insights. Finally, there is a need to develop and validate culturally relevant instruments that better reflect the unique dynamics of Malaysia's industrial workforce.

5.6 Conclusion

Aligned with Malaysia's broader economic agenda to strengthen industrial productivity and human capital retention, this study examined the influence of reward system, employee promotion, and supervisory support on turnover intention among managerial employees in the food manufacturing industry. As the manufacturing sector remains a critical contributor to national GDP, addressing internal organizational factors that drive employee attrition is vital for ensuring workforce stability and long-term organizational competitiveness.

This study found that the reward system, promotion, and supervisory support significantly influence turnover intention, indicating that dissatisfaction with these elements may encourage employees to consider leaving. Contributing factors include unattractive performance bonuses, non-competitive long-service reward systems, expanded responsibilities without clear advancement opportunities, and conditional promotions, all of which can lead to managerial disengagement.

All research objectives and questions in this study were effectively addressed. The study contributes to existing literature by offering an integrated analysis of three critical internal variables that influence turnover intention, specifically within the under-researched context of Malaysia's food manufacturing industry. It also highlights practical recommendations that organizations and policymakers can adopt to improve employee retention, productivity, and long-term sectoral development.

In conclusion, organizations that wish to retain skilled managerial talent must move beyond generic retention practices and instead focus on strategies that are evidence-based, context-specific, and employee-centered. Through a deeper understanding of what drives turnover intention at the managerial level, the manufacturing sector in Malaysia can build a more resilient, engaged, and future-ready workforce, aligned with national development priorities.

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Appendix A

Research Questionnaire



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Dear Prof / Reader / Dr / Mr / Mrs / Ms,

ACADEMIC RESEARCH QUESTIONNAIRE

I am Nurul Atikah binti Mazehan (829941) is master candidate at the above-named university, currently working on Master's dissertation "Behind the exit: Determinants of turnover intention in the Malaysian Food Manufacturing Industry".

The questionnaire should take approximately **5-10 minutes** to complete. Please read each question carefully and answer honestly as your insights are valuable and will influence the result of this research.

Thank you beforehand for dedicating your precious time to complete this survey. Rest assured that your answers will be solely utilized for academic reasons. Therefore, no one will ever discover your identity at any point during the research

Thank you very much in anticipation of your responses.

SECTION A: Demographic Information

Instruction: The following items are related to personal information. Please **select** only one answer. Your personal information will be kept confidential.

1. Gender:

☐

Male

☐

Female

2. Age:

☐

Below 25

☐

25-34

☐

35-44

☐

45-54

☐

55 and above

3. Job Position:

☐

Supervisor Level

☐

Executive Level

☐

Managerial Level

☐

Head of Department

4. Length of Service:

☐

Less than 1 year

☐

1-3 years

☐

4-5 years

☐

55 and above

5. Job Position:

☐

Full-time

☐

Contract

☐

Part-Time



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SECTION B: Reward system

Instruction: The following items are related reward system. Please **choose** your agreement using the scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	2	3	4	5

No	Questions	1	2	3	4	5
1	My company offers benefits that are competitive with other companies					
2	The reward systems at my job encourage me to keep working here					
3	I am satisfied with the amount of reward system given by the current organization when I perform well					
4	The company provides fair reward systems for my contributions					

SECTION C: Employee Promotion

Instruction: The following items are related employee promotion. Please **choose** your agreement using the scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	2	3	4	5

No	Questions	1	2	3	4	5
1	My present job is useful in achieving my career goals					
2	Working here helps me grow in my career					
3	I feel that my present job will lead to future attainment of my career goals					
4	My present job is relevant to growth and development in my career					

SECTION D: Supervisory Support

Instruction: The following items are related supervisory support. Please **choose** your agreement using the scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	2	3	4	5

No	Questions	1	2	3	4	5
1	My manager is very concerned about the welfare of those under him/her					
2	I feel comfortable sharing work problems with my manager					
3	My manager can be relied upon when things get difficult at work					

SECTION E: Turnover Intention

Instruction: The following items are related turnover intention. Please **choose** your agreement using the scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1	2	3	4	5

No	Questions	1	2	3	4	5
1	I intend to leave my company					
2	I intend to stay in my present company as long as possible					
3	I'm not actively thinking about leaving this department					
4	Staying in this role might limit my future opportunities					

Appendix B

Application Letter of Data Collection

	UUM KUALA LUMPUR Universiti Utara Malaysia 41-3, Jalan Raja Muda Abdul Aziz 50300 KUALA LUMPUR MALAYSIA	
		<small>Tel: 603-2510 3000 Faks (Fax): 603-2594 3228 Laman Web (Web): www.uum.edu.my</small>

Our Ref.: UUM/UUMKL/DC243/10
Date: 24th July 2025

TO WHOM IT MAY CONCERN

COLLECTION OF DATA FOR RESEARCH PAPER

We are pleased to inform you that the following student is from Universiti Utara Malaysia Kuala Lumpur and is presently pursuing her Master of Human Resource Management. She are required to collect data from your organization as requirement for the Research Paper (BPMZ69912) course this semester.

No.	Name	Matric No.	I/D No.
1.	NURULATIKAH BINTI MAZEHAN	829941	/B90310055056

Please be informed that the data collected is purely for academic purposes and we assure you that all information will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"MALAYSIA MADANI"
"KNOWLEDGE, VIRTUE AND SERVICE"
"ACADEMIC EXCELLENCE UUM EMINENCE"

Sincerely yours,


NUR AFIAH BINTI ABU BAKAR
Assistant Registrar
Universiti Utara Malaysia
Kuala Lumpur Campus (UUMKL)



Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix C

Result of Demographic Respondents

1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	33.3	33.3	33.3
	Female	68	66.7	66.7	100.0
	Total	102	100.0	100.0	

2. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	2	2.0	2.0	2.0
	25 - 34	39	38.2	38.2	40.2
	35 - 44	46	45.1	45.1	85.3
	45 - 54	15	14.7	14.7	100.0
	Total	102	100.0	100.0	

3. Job position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supervisor level	31	30.4	30.4	30.4
	Executive level	46	45.1	45.1	75.5
	Managerial level	20	19.6	19.6	95.1
	Head of department	5	4.9	4.9	100.0
	Total	102	100.0	100.0	

4. Length of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	6.9	6.9	6.9
	1 - 3 years	27	26.5	26.5	33.3
	4 - 5 years	11	10.8	10.8	44.1
	More than 5 years	57	55.9	55.9	100.0
	Total	102	100.0	100.0	

5. Employment type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	100	98.0	98.0	98.0
	Contract	2	2.0	2.0	100.0
	Total	102	100.0	100.0	

Appendix D

Result of Descriptive Analysis

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Reward system	102	4.00	1.00	5.00	3.434	0.8816	0.777	-0.322	0.239	-0.026	0.474
Employee Promotion	102	4.00	1.00	5.00	3.757	0.9291	0.863	-0.948	0.239	1.282	0.474
Supervisory Support	102	4.00	1.00	5.00	3.748	0.9732	0.947	-1.014	0.239	1.049	0.474
Turnover Intention	102	4.00	1.00	5.00	3.485	0.8954	0.802	-0.567	0.239	0.610	0.474
Valid N (listwise)	102										

Appendix E

Result of Reliability Analysis

1. Reliability result for reward system

Case Processing Summary

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	0.0
	Total	102	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.915	0.915	4

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.434	3.373	3.549	0.176	1.052	0.006	4

2. Reliability result for employee promotion

Case Processing Summary

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	0.0
	Total	102	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.953	0.953	4

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.757	3.696	3.824	0.127	1.034	0.003	4

3. Reliability result for supervisory support

Case Processing Summary

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	0.0
	Total	102	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.881	0.884	3

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.748	3.627	3.824	0.196	1.054	0.011	3

4. Reliability result for turnover support

Case Processing Summary

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	0.0
	Total	102	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.928	0.928	4

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.485	3.402	3.647	0.245	1.072	0.012	4

Appendix F

Result of Correlation Analysis

		Turnover Intention	Reward system	Employee Promotion	Supervisory Support
Turnover Intention	Pearson Correlation	1	.812**	.709**	.452**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	102	102	102	102
Reward system	Pearson Correlation	.812**	1	.541**	.388**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	102	102	102	102
Employee Promotion	Pearson Correlation	.709**	.541**	1	.404**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	102	102	102	102
Supervisory Support	Pearson Correlation	.452**	.388**	.404**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	102	102	102	102

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

Appendix G

Result of Linearity Analysis

Case Processing Summary

	Included		Cases Excluded		Total	
	N	Percent	N	Percent	N	Percent
Turnover Intention * Reward system	102	100.0%	0	0.0%	102	100.0%
Turnover Intention * Employee Promotion	102	100.0%	0	0.0%	102	100.0%
Turnover Intention * Supervisory Support	102	100.0%	0	0.0%	102	100.0%

1. Turnover Intention * Reward system

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Reward system	Between Groups	(Combined)	57.870	14	4.134	15.562	0.000
		Linearity	53.354	1	53.354	200.872	0.000
		Deviation from Linearity	4.516	13	0.347	1.308	0.224
	Within Groups		23.108	87	0.266		
	Total		80.978	101			

Measures of Association

	R	R Squared	Eta	Eta Squared
Turnover Intention * Reward system	0.812	0.659	0.845	0.715

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Employee Promotion	Between Groups	(Combined)	47.805	13	3.677	9.755	0.000
		Linearity	40.708	1	40.708	107.990	0.000
		Deviation from Linearity	7.097	12	0.591	1.569	0.116
	Within Groups		33.172	88	0.377		
	Total		80.978	101			

2. Turnover Intention * Employee Promotion

Measures of Association

	R	R Squared	Eta	Eta Squared
Turnover Intention * Promotion	0.709	0.503	0.768	0.590

3. Turnover Intention * Supervisory Support

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Supervisory Support	Between Groups	(Combined)	23.281	12	1.940	2.993	0.001
		Linearity	16.551	1	16.551	25.531	0.000
		Deviation from Linearity	6.730	11	0.612	0.944	0.503
	Within Groups		57.697	89	0.648		
	Total		80.978	101			

Measures of Association

	R	R Squared	Eta	Eta Squared
Turnover Intention * Supervisory Support	0.452	0.204	0.536	0.288

1. Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.0248	4.9403	3.4853	0.78415	102
Residual	-1.24644	1.36627	0.00000	0.43228	102
Std. Predicted Value	-3.138	1.856	0.000	1.000	102
Std. Residual	-2.840	3.113	0.000	0.985	102

a. Dependent Variable: Turnover Intention



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