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**THE ANTECEDENTS AND OUTCOME OF PERCEIVED
ORGANISATIONAL SUPPORT ON TURNOVER
INTENTION AMONG DIRECT EMPLOYEES IN
MANUFACTURING INDUSTRY**

MAGESPARIAMAL A/P CHANDRAN



**DOCTOR OF BUSINESS ADMINISTRATION
UNIVERSITI UTARA MALAYSIA
July 2020**

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ORGANISATIONAL SUPPORT ON TURNOVER
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By
MAGESPARIAMAL A/P CHANDRAN



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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Doctor of Business Administration**



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
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ABSTRAK

Kajian ini bertujuan meneliti antededen dan hasil daripada tanggapan sokongan organisasi ke atas niat pusing ganti dalam kalangan pekerja langsung industri pembuatan. Kajian ini juga menganalisis peranan tanggapan sokongan organisasi sebagai pengantara ke atas hubungan tersebut. Kerangka kerja kajian ini dibentuk berdasarkan teori pertukaran sosial (SET). Soal selidik diedarkan kepada 768 orang pekerja langsung yang bekerja dalam industri pembuatan di negeri Johor. Sebanyak 437 soal selidik telah dikembalikan, tetapi hanya 392 digunakan dalam analisis yang menggunakan kaedah *Statistical Package for the Social Sciences* (SPSS). Data dianalisis menggunakan pelbagai teknik statistik seperti korelasi, regresi berganda dan analisis pengantaraan. Dapatan kajian menunjukkan kesan negatif dan signifikan bagi tanggapan sokongan rakan sekerja, keadilan pengagihan dan keadilan prosedur ke atas niat pusing ganti, namun tanggapan sokongan penyelia pula menunjukkan kesan yang tidak signifikan ke atas niat pusing ganti. Dapatan juga mendedahkan kesan positif yang signifikan bagi tanggapan sokongan penyelia, sokongan rakan sekerja, keadilan pengagihan dan keadilan prosedur ke atas tanggapan sokongan organisasi. Hasil kajian juga menunjukkan peranan pengantaraan tanggapan sokongan organisasi dalam hubungan di antara tanggapan sokongan rakan sekerja, keadilan pengagihan, keadilan prosedur dan niat pusing ganti. Namun, tanggapan sokongan organisasi tidak mengantarakan hubungan di antara tanggapan sokongan penyelia dengan niat pusing ganti. Kajian ini juga memberi penekanan kepada implikasi kajian, cadangan untuk kajian akan datang, dan juga batasan kajian. Seterusnya kajian ini membincangkan sumbangan teori dan implikasi praktikal untuk akademik dan professional. Dapatan kajian ini berguna untuk memberikan pemahaman kepada majikan mengenai rancangan dan strategi yang berkesan untuk menangani niat pusing ganti sebaik-baiknya.

Kata kunci: niat pusing ganti, tanggapan sokongan penyelia, tanggapan sokongan rakan sekerja, keadilan pengagihan dan keadilan prosedur.

ABSTRACT

The purpose of this study was to examine the antecedents and the outcome of perceived organisational support on turnover intention among direct employees in the manufacturing industry. The study also analysed the role of perceived organisational support as a mediator on the relationship. The research framework of this study is developed under the norms of social exchange theory (SET). Questionnaires were distributed to 768 direct employees working in the manufacturing industries in the State of Johor. 437 questionnaires were returned, but only 392 were used in the analysis using the Statistical Package for the Social Sciences (SPSS) method. The data was analysed using various statistical techniques such as correlation, multiple regression and mediation analysis. The results of the study showed a significant and negative effect of perceived co-worker support, distributive justice and procedural justice on turnover intention but perceived supervisor support showed an insignificant effect on turnover intention. The results also revealed a significant and positive effect of perceived supervisor support, co-worker support, distributive justice and procedural justice on perceived organisational support. The results also demonstrated the mediating role of perceived organisational support in the link between perceived co-worker support, distributive justice, procedural justice and turnover intention. However, perceived organisational support did not mediate the relationship between perceived supervisor support and turnover intention. The present study also highlighted the implications of the research, future research recommendations as well as its limitations. This study further discusses the theoretical contribution and managerial implications for academics and professionals. The findings in this study can be useful in giving some understandings to the employers, on the effective plans and strategies to deal with the turnover intention wisely.

Keywords: turnover intention, perceived supervisor support, perceived co-worker support, distributive justice and procedural justice.

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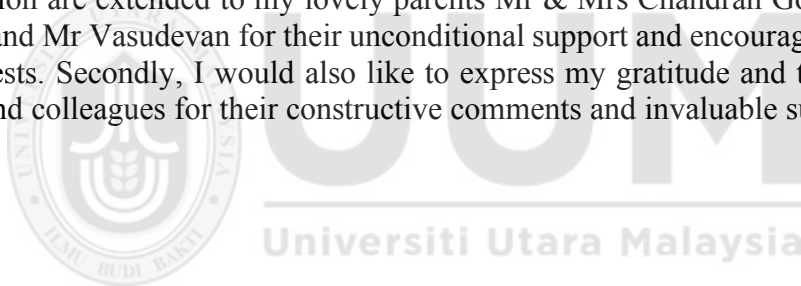


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LIST OF ABBREVIATIONS

TI	Turnover Intention
POS	Perceived Organisational Support
PSS	Perceived Supervisor Support
PCS	Perceived Co-worker Support
DJ	Distributive Justice
PJ	Procedural Justice
SET	Social Exchange Theory
OST	Organisational Support Theory
SPSS	Statistical Package of Social Sciences
FMM	Federal of Malaysia Manufacturers
GDP	Gross Domestic Product



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employees are the main pillar of an organisation who play an important role in creating and maintaining competitive advantage and provide key support to the success of the organisation. Many organisations have realised that inspiring, maintaining and retaining employees is critical for the improvement of organisational performance and sustenance in the market for a long run; thus, they invest in their human capital (Fareed, Noor, Isa & Salleh, 2016; Deacon & Van Rensburg, 2018). However, employee turnover intention has become the most challenging issue for most organisations including the manufacturing sector (Philips & O'Connell, 2003; Santhanam & Srinivas, 2019).

Turnover can be either voluntary when an individual quits his or her job at his or her own request or involuntary which can be defined as, organisation starting to terminate the workforce (Collini, Guidroz & Perez, 2015). The turnover intention refers to those workers who wish to leave the organisation voluntarily in the future (Jehanzeb, Rasheed & Rasheed, 2013) while the actual turnover refers to employees who have left the organisation (Blomme, Rheede & Tromp, 2010b; Lub, Bijvank, Bal, Blomme & Schalk, 2012). The intention to quit, the intention to leave and the turnover intention are often used interchangeably. Turnover intention among workers would be useful for the management to take relevant action when voluntary turnover occurs. In organisational behaviour literature, the term, turnover intention has attracted the interest of many researchers due to economic and psychological dimensions (Price, 2001).

Many reviews have led to the understanding of the turnover intention of employees as the reason behind the actual turnover (Demirtas & Akdogan, 2014; Lambert, Hogan, Barton, 2001) and the strongest antecedent of actual turnover (Gupta & Shaheen, 2017a, 2017b). Researchers recommended that positive turnover intention should continue to be linked to actual voluntary turnover (Bigliardi, Petroni & Dormio, 2005; Hancock, Allen, Bosco, McDaniel & Pierce, 2013; Yang & Wittenberg, 2016), which makes this issue, an important point for organisational managers to consider and avoid as, high turnover negatively affects businesses (Johari, Ahmad & Yahya, 2012; Hayward, Bungay, Wolff & MacDonald, 2016). Numerous works of literature affirm that turnover intention is the best indicator of actually leaving. This can be used as a proxy for actual turnover (Bluedorn, 1982; Motowildo & Lawton, 1984; Lee & Mowday, 1987; Griffeth, Hom & Gaertner, 2000; Price, 2001; Liu & Onwuegbuzie, 2012). It is difficult to manage and find the number of workers leaving the organisation, hence the current study used the turnover intention as the best predictor of actual turnover.

The cost of the global manufacturing industry is thousands of dollars every year (Jehanzeb et al., 2013; Al-Qahtani & Gadhoum, 2016; Onikoyi, Awolusi & Ayodeji, 2015). The total worker turnover expenses could cost the company more than 100 per cent of the annual salary wages of a single employee, depending on the job they left vacant (Upadhayay & Vrat, 2016). Employee turnover is disruptive and costly for employers, which involves both direct and indirect costs (Ryan, Ghazali & Mohsin, 2011; AlBattat, Som & Helalat, 2014; Alkahtani, 2015). Empirical evidence has shown that a high rate of voluntary turnover negatively affects organisational effectiveness and achievement (Cho, Bonn, Han & Lee, 2016; Rahman & Nas, 2013). Apart from that the turnover of employees contribute to the loss of human capital and weakens financial

stability and endangers investment stakeholders (Heritage, Gilbert & Roberts, 2016; Ahmed & Kolachi, 2013). The loss of good employees can negatively influence competitive organisational advantage and reduce the morale of other employees (Mohsin, Lengler & Kumar, 2013). Furthermore, the turnover of employees will reduce the quality of work and productivity (Holtom & Burch, 2016; Juhdi, Pa'wan & Hansaram, 2013). The retention of a competent worker is, therefore, one of the key indicators of competitive advantage (Sayin, Denton, Brookman, Davies, Chowhan & Zeytinoglu, 2019). Employers of manufacturing companies need to reduce the turnover intention problem and retain talented and skilled workers to be more productive and competitive.

Clarifying and recognizing factors that influence employee turnover intention is very important and relevant to the organisations. Riggle, Edmondson and Hansen (2009) worked on the outcomes of POS (1986-2006), while Rhoades and Eisenberger (2002) worked on the antecedents and consequences of POS (1986-2002). According to Ahmed and Nawas (2015), almost twelve years have elapsed since no work has been done on both the antecedents and outcomes of the POS and seven years since no work has been done on the outcomes of POS. Ahmed and Nawas (2015) further studied the background and outcomes of POS. The authors pointed out in their studies that manufacturing and service organisations have a strong link between POS and turnover intention.

Eisenberger, Huntington, Hutchison and Sowa (1986) formulated organisational support theory based on social exchange perspective to understand employee-employer relationships. When employees feel that they have the support from their organisations, they feel more accomplished and therefore in line with organisational rules (Maertz, Griffeth, Campbell & Allen, 2007; Rhoades & Eisenberger, 2002). Researchers in the

field of organisational behaviour and management have identified perceived organisational support (POS) as an antecedent to employee organisational commitment and turnover intention (Su, Baird & Blair, 2009; Kim & Chang, 2012; Yi & Lee, 2012). Also, individuals who have perceived support from their organisation are more likely to remain with the organisation and less likely to seek additional employment (Madden, Mathias & Madden, 2015).

The idea of seeking different types of support, such as 'supervisor support and co-worker support' has received increasing attention in recent years (McCalister, Dolbier, Webster, Mallon & Steinhardt, 2006). Numerous studies have shown supervisor support to be one of the important variables and antecedents of POS (Ahmed & Nawaz, 2015; Rhoades & Eisenberger, 2002; Hutchison, 1997). Supervisors who appear to be highly valued and well treated by the organisation will be well identified with the basic character of the organisation and therefore have a significant influence on POS. Perceived organisational support theory argues that the three antecedents of POS, namely supervisory support, justice, organisational rewards and working conditions, affect employees' perceptions of organisational support (Rhoades & Eisenberger, 2002). According to the study, support for co-workers' is also linked to employee-perceived organisational support, due to new trends in organisations that tend to narrow hierarchical structures and increase employee autonomy (Hayton, Carnabuci & Eisenberger, 2012). Besides, the support of co-workers revealed that antecedent was strongly related to POS (Ahmed & Nawas, 2015). Co-workers are people who interact in the same place to achieve the same work objectives. There is a strong need to foster friendship in the workplace. It involves trust, values, understanding and environmental support among employees.

The Karatepe and Olugbade (2017) study suggests that support for social work (supervisors support and co-workers support) increases job satisfaction while reducing the turnover intention. Decisions such as existing research, where employees with a high level of support from their supervisors or co-workers are satisfied with their current career in the organisation will demonstrate lower turnover intention (Ng & Sorensen, 2008; Basford & Offermann, 2012). Besides, people need to see themselves as a source of strategic advantage and a supportive working environment to create a competitive advantage (Perreira & Berta, 2015).

Research on organisational justice has been the focus of recent decades (Colquitt, Conlon, Wesson, Porter & Ng, 2001) with scholars from various fields exploring concepts and their associations (Meisler, 2013). Organisational justice study highlighted the importance of justice for work behaviour and motivation (Loi, Hang-Yue & Foley, 2006; Colquitt et al., 2001). Justice holds employees together, while injustice can separate them and make them less motivated to work (Greenberg, 1993). Distributive justice and procedural justice are considered aspects of the organisational justice structure (Johnson, Lanaj & Barnes, 2014).

Distributive justice refers to perceptions of fairness in outcomes (Nadira & Tanova, 2010) and considers the different kinds of rewards that individuals receive for their efforts (Demir, 2011). Shore and Shore (1995) projected that distributive justice would contribute to POS. This was supported by Fasola (1995), who argued that distributive justice would clarify the unique variance in POS. Procedural justice is defined as perceived fairness in organisational processes and procedures (Schminke, Ambrose & Cropanzano, 2000). Also, procedural justice is an antecedent and a key factor affecting

POS (Ahmad & Nawas, 2015; Rhoades & Eisenberger, 2002). Fair organisational policies and procedures result in substantial contributions to the POS as policies and procedures are often seen as strong, under the control of the organisation and key long-term-interests of workers (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2015; Moorman, Blakely & Niehoff, 1998). Although individual responses may vary depending on the extent to which the emphasis on outcomes (distributive justice) or procedures (procedural justice) contributes to individual perceptions of organisational justice (Hassan, 2002).

The perceived fairness of the worker or the justice of the organisation can have a significant impact on job satisfaction, burnout, stress, behaviour, commitment, turnover intention and turnover (Parker, Nouri & Hayes, 2011). The turnover intention of employees and organisational justice has gained a great deal of importance in the presence of organisational structure. Furthermore, Lee, Kim and Kim (2016) revealed that employees' perception of organisational justice such as procedural justice, distributive justice and interactive justice has increased organisational commitment, increased empowerment and decreased turnover intention. They suggest that happier workers are expected to be more dedicated and therefore, less likely to leave the organisation.

POS mediated the relationship between human resource practices with affective commitments and turnover intention (Wayne, Shore & Liden, 1997; Rhoades & Eisenberger, 2002). Besides, numerous studies confirm that POS acts as a mediator for the correlation between organisational practices and work outcome in the setting of links to organisational investment and social exchange (Moideenkutty, Blau, Kumar &

Nalakath, 2001; Hochwarter, Kacmar, Perrewé & Johnson, 2003; Baran, Shanock & Miller, 2012).

This study aims at turnover intention instead of turnover (actual behaviour) because the intention is a strong predictor of turnover (Brown & Ibekwe, 2018; Lin, Tsai & Mahatma, 2017). To overcome the turnover intention, organisations need to know the factors that are important to do so. This study is objectively encouraging to examine the effects of the antecedents of POS namely; social support (perceived supervisor support, perceived co-worker support) and organisational justice (distributive justice and procedural justice) on employee turnover intention and the mediating role played by POS in the relationship.

1.2 Problem Statement

Employee turnover intention must be taken seriously, as it will reduce the efficiency in terms of productivity and therefore affect the organisational performance. According to Jayaram (2015), Malaysia had a third-high voluntary turnover rate of 9.5 per cent in Southeast Asia in 2015. In the case of Malaysia, the rate of turnover of workers increased from 13.2 per cent in 2014 to 14.3 per cent in 2015. The increase shows that the manufacturing sector suffered from high employee turnover (Mystarjob, 2015). Moreover, it also affected the productivity of the Malaysian manufacturing industry by 2015 at an annual rate of 1.0 per cent, following a 3.5 per cent increase in 2014 (Material Handling & Logistics, 2015). The main disadvantage of organisational achievement is the high turnover rate among employees (Arshad & Puteh, 2015). Malaysia needs a skilled and talented workforce to be a high-income economy by 2020 (Juhdi et al., 2013).

The Figure 1.1 shows the turnover data for direct labours collected from one of the manufacturing companies in the state of Johor. The data showed the turnover rate for the period of one year from January 2018 to December 2018. According to the data, the number of turnovers is high every month. The high turnover causes increasing hiring costs, the time of training of new employees and the productivity and quality of the skills of new workers will be affected. In addition to that, an exit interview was conducted with every single direct labour who leaves the organisation and most of them expressed their dissatisfaction towards rewards especially in terms of low salary increment and unsatisfactory bonus packages. Some workers were not happy with their supervisors as well as organisational support. Furthermore, it was found that most of them were influenced by co-workers and quit the company as the co-worker leaves. Hence, a study on the antecedents of POS (perceived supervisor support, perceived co-worker support, distributive justice and procedural justice) on turnover intention was carried out among direct employees working in the manufacturing industry in state of Johor.

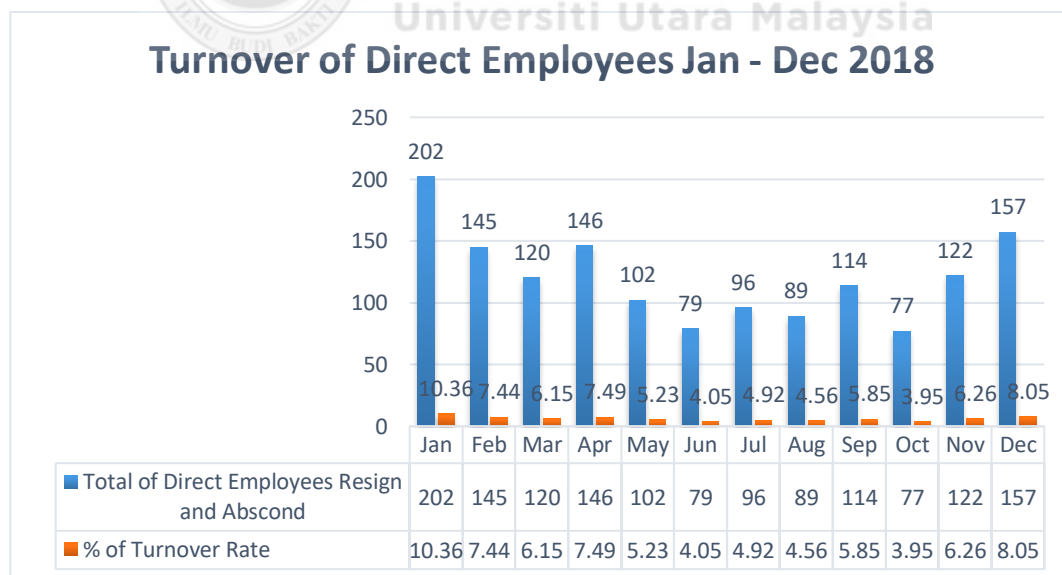


Figure 1.1
Turnover of Direct Employees in Manufacturing Company

Identifying employee turnover intention in a manufacturing company is important from a social and business perspective (Skelton, Nattress & Dwyer, 2019). Studies have also been conducted in Malaysia among the workers in the manufacturing sector (Perumal, Sinniah, Kumar, Mohamed, Mun & Murthy, 2018; Omar, Tajuddin & Ramdani, 2017). All these findings provide the organisations with good insight into the minimisation of turnover intention but there is lack of studies specifically focusing on direct workers. The present study is therefore expected to fill the gap by exploring the turnover intention of the direct employees in the manufacturing sector.

Numerous researchers have confirmed that receiving support from their organisation will reduce their willingness to leave the organisation (Ertürk & Vurgun, 2015; Islam, Ahmed & Ahmad, 2015). However, the study by Shafique, Din, Nadeem, Din and Nawaz (2018) showed a positive and significant correlation between POS and turnover intention in the textile sector of Pakistan. Furthermore, Feng and Angeline (2010) argued that there are limited findings on POS in eastern collectivist cultures such as Malaysia. Although there are several studies on the relationship between POS and workers' turnover intention, further empirical exploration is needed to confirm the relationship between them, particularly in the context of Malaysia. Therefore, to fill the gap in the literature, further empirical studies of POS on turnover intention are aimed at, in the particular context of Malaysia.

Supervisor support has received a great deal of attention from research scholars as it has an impact on the results of the work (Gentry, Kuhnert, Mondore & Page, 2007; Griffin, Patterson & West, 2001). Consistently, numerous research findings suggested that perceived supervisor support had a significant and negative relationship on turnover

intention (Kang, Gatling & Kim, 2015; Karatepe, 2014; Nichols, Swanberg & Bright, 2016; Ghosh, Goel, Dutta & Singh, 2019). Sometimes the supervisor does not understand that the relationship with their subordinates can influence the workers' choices to commit to the organisations and cause a turnover intention (Zhang, Tsingan & Zhang, 2013). The reduction in the Employee Satisfaction Index of 0.9 per cent, increases the voluntary turnover intentions of workers by 39 per cent (Tüzün, Çetin & Basim, 2014) and the reduction in the worker perceptions of the Supervisor Support Index by 1.2 per cent, increases worker voluntary turnover intention by 37 per cent (Jehanzeb, Hamid & Rasheed, 2015). The inconsistency between the relationship of perceived supervisor support and turnover intention need further study to better understand the relationship.

Support for the co-workers parallels the impact of adequate emotional relationships with others within the organisation and helps prevent workers from leaving the organisation voluntarily (Mitchell, Holtom, Lee, Syblynski & Erez, 2001). Between POS, supervisor support and co-worker support, POS and perceived supervisor support in existing research have been established as drivers of turnover intention (Ghosh et al., 2019). Employee perceptions of co-worker support, however, are neglected aspects compared to POS and perceived supervisor support and not many researchers considered these three exchanges together (Cole, Schaninger & Harris, 2002). Moreover, studies on social exchange reports have mixed results (Cole et al., 2002; Kahumuza & Schlechter, 2008).

The study of Ghosh et al., (2019) in life insurance companies, revealed that POS and perceived co-worker support does not relate directly to the turnover intention, but has a significant indirect effect on turnover intention, mediated by an affective commitment. Apart from that other study which gave different result such as Kim (2014), showed no

significant relationship between co-workers support and turnover intention. Besides, Kim (2014) points out that in this case, this may be a limitation of the process that measures the factors supporting the turnover-oriented co-worker and calls for further investigation in the hospitality industry. As a result, the present study will fill the gap in the literature review, and it is expected that the impact of perceived co-worker support on turnover intention will be further studied in the manufacturing industries.

Although two decades of empirical studies on perceived organisational support have taken place (Armeli, Eisenberger, Fasola & Lynch, 1998; Aselage & Eisenberger, 2003; Eisenberger, Fasola & Davis-LaMastro, 1990; Eisenberger, Cummings, Armeli & Lynch, 1997; Eisenberger et al., 1986), less attention has been paid to the impact of co-workers (Alder, McAllister & Chase, 2012). Perceived co-worker support is to the extent, that employees feel that they are well supported and well treated by their co-workers and that they also provide assistance in dealing with stressful situations and need to perform their duties effectively. Furthermore, researchers regularly devote less attention to studying the role of co-worker support than supervisor support in work attitudes (Ng & Sorensen, 2008). Co-workers support are valuable for employee wellbeing (Sloan, 2012). Co-workers support can have an impact on a meaningful experience for workers, although negative relationships with others can make working life hopeless (Chamberlain & Hodson, 2010). According to Rumens (2010), the supportive behaviour from the supervisors should be more closely related to POS than the supportive behaviour of the co-workers. This study was therefore conducted to fill the gap in the literature to examine the relationship with social support (perceived supervisor support and perceived co-worker support with POS).

Organisational justice is another significant indicator of the organisational importance of turnover intention. Such views of corporate justice also affect employee attitudes towards management (Fee Yean & Yusof, 2016). Recently, a lack of fairness has contributed to a high employee turnover intention and it has become a problem for the organisations to be tackled (Aslam, Ilyas, Imran & Rahman, 2016; Aslam, Arfeen, Mohti & Rahman, 2015). The study of Timinepere, Agbaeze, Ogbo and Nwadukwe (2018) found that distributive justice had a significant and negative effect on turnover intention while procedural justice had a non-significant effect on turnover intention. The meta-analysis study by Colquitt et al., (2001) which is also supported by some other researchers' such as Fatt, Khin and Heng (2010), Gim and Desa (2014), Karatepe and Shahriari (2014), Phayoonpun and Mat (2014), has shown that organisational justice (distributive and procedural justice) have fair outcomes and have a very significant and negative correlation with worker turnover intention. Apart from that, Oh (2013) stated that historically in non-western countries like Malaysia, the study of organisational justice was not regular and abundant. Also, the researcher stated that the models and schemes implemented in the western context cannot yield a comparable result for different cultures. Further research into the impact of organisational justice (distributive justice and procedural justice) on turnover intention in particular in the Malaysian context, is therefore required to fill the literature gap.

Many workers in Malaysia are not able to work in the current organisation due to poor work-life balance, lack of attractive remuneration packages and lack of appreciation. A job satisfaction survey conducted by JobStreet.com in 2015, 631 of the respondents (74 per cent) in Malaysia are dissatisfied with their current job. Sixty-one per cent of the total respondents thought that low pay was the main factor influencing job satisfaction (Digital

News Asia, 2015). Ponnu and Chuah (2010) have shown that Malaysian workers are more committed to their job and organisation when they perceive their organisations to adopt policies and encourage equal treatment at the workplace.

Past researchers analysed the four dimensions of organisational justice that are distributive justice, procedural justice, informational justice and interpersonal justice on salespersons' and the result showed that procedural justice was important and positively related to POS, but distributive justice was not relevant to POS (DeConinck, 2010; Masterson, Lewis, Goldman & Taylor, 2000; Roch & Shanock, 2006). The study of Lee, Yusof, Geok and Omar (2017) showed that distributive justice was positively linked to POS but not procedural justice. The previous research was thus unable to validate the aspects of organisational justice (distributive justice and procedural justice) with the POS. The relationship has shown mixed results. As a result, to fill the gaps in the literature, further analysis was carried out to test each variable of distributive justice and procedural justice and to assess the relationship concerning POS.

Studies have shown that the influence of perceived supervisory support on turnover is mediated through POS (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002; Rhoades, Eisenberger & Armeli, 2001). The main objective of this study was to further enhance the knowledge and understanding of perceived supervisor support in the context of employee turnover intention by studying the potential mediating impact of POS. Also, the study by Ghosh et al., (2019), revealed that POS and perceived co-worker support were found to have a significant indirect effect on turnover intention mediated by an effective undertaking. Pomaki, Delongis, Frey, Short and Woehrle (2010), explored the direct, indirect and mediating impact of support from a co-worker

on employees' intention to quit; results showed that co-worker support is significantly correlated with turnover intention and has both direct and indirect impact on that intention through job satisfaction. Similarly supported by Azam, Rafique and Butt (2017), the results of the study show that there is a significant negative impact on co-worker support on job turnover intention and the mediation of job satisfaction between the co-worker support and job turnover intention. Thus, the findings of past studies may not be able to capture the POS as a mediating effect of social support (perceived supervisor support and perceived co-worker support) on turnover intention. Consequently, the present study would use POS as a mediator.

Madden, Mathias and Madden (2015) have shown that the numerous turnover models suggest moderating and mediating variables in the association between POS and turnover intention (Allen, Shore & Griffeth, 2003; Thompson & Prottas, 2005). The Loi et al., (2006) study found that workers with a high level of organisational support would be committed and respond positively to the organisation by showing positive job attitudes or organisational behaviour. Most of the studies found a correlation between distributive justice and procedural justice and turnover intention mediated by job satisfaction (Riley, 2006; Elanain, 2010; Foley, Hang-Yue & Wong, 2005). However, there is limited study on POS as mediator variables on organisational justice (distributive justice and procedural justice) on turnover intention and further study needs to fill the gap in the literature.

The study of Sun (2019), only recapitulated the antecedent and outcomes of POS and there was no review of POS as a mediator or moderator variable. As a result, Sun (2019) proposed to add POS as a mediator or moderator in the future study. Besides, according

to Sun (2019), employees in different industries also have different feedback and needs on POS. Therefore, to fill the literature gap, further empirical studies was required on the antecedents of POS namely (1) perceived supervisor support, (2) perceived co-workers support, (3) distributive justice and (4) procedural justice effect on turnover intention and examine POS as a mediator variable in the Malaysian manufacturing industry among direct employees, for which this study was intended.

1.3 Research Questions

In line with the problem statement described above, the questions to be examined are:

1. Does social support factors (perceived supervisor support and perceived co-workers support) influence employee turnover intention?
2. Does organisational justice factors (distributive justice and procedural justice) influence employee turnover intention?
3. Does social support factors (perceived supervisor support and perceived co-workers support) influence perceived organisational support?
4. Does organisational justice factors (distributive justice and procedural justice) influence perceived organisational support?
5. Does perceived organisational support influence employee turnover intention?
6. Does perceived organisational support mediate the relationship between social support factors (perceived supervisor support and perceived co-workers support) and turnover intention?

7. Does perceived organisational support mediate the relationship between organisational justice factors (distributive justice and procedural justice) and turnover intention?

1.4 Research Objectives

The research objectives of this study are intended to provide answers to the guiding the questions. Seven objectives are therefore set:

1. To examine whether social support factors (perceived supervisor support and perceived co-workers support) influence employee turnover intention.
2. To examine whether organisational justice factors (distributive justice and procedural justice) influence employee turnover intention.
3. To examine whether social support factors (perceived supervisor support and perceived co-workers support) influence perceived organisational support.
4. To examine whether organisational justice factors (distributive justice and procedural justice) influence perceived organisational support.
5. To examine whether perceived organisational support influences employee turnover intention.
6. To determine whether perceived organisational support mediates the relationship between social support factors (perceived supervisor support and perceived co-workers support) and the turnover intention.
7. To determine whether perceived organisational support mediates the relationship between organisational justice factors (distributive justice and procedural justice) and turnover intention.

1.5 Significance of the Study

This study contributes both theoretically and in practice. From a theoretical perspective, the present study seeks to contribute in various ways to previous studies. Indeed, the literature review and findings of this study have enabled researchers to enrich the literature on the antecedents of POS namely social support (perceived supervisor support, perceived co-workers support) organisational justice (distributive justice and procedural justice) as important factors that influence turnover intention in the manufacturing sector in Malaysia between direct labour.

The turnover intention has been identified as the strongest precursors of actual turnover, which plays a significant role in predicting and forecasting the number of workers leaving the organisation (Uruthirapathy, Grant & Sheard, 2015; Peltokorpi, Allen & Froese, 2015). The turnover intention also considered the direct predictor and proxy for actual turnover in the organisation (Hemdi & Nasurdin, 2008; Price, 2001; Steel & Ovalle, 1984). The discussion of this study is therefore based on turnover intention instead of actual turnover. Examining the predictors of turnover intention is important for managers, as a result of turnover, leading to poor performance, declining profits and the rising employment cost (Upadhayay & Vrat, 2016). It is, therefore, necessary to understand the factors behind the employee's intention to quit the organisation.

POS has profound effects on employee behaviours and attitudes at work (Ahmed & Nawas, 2015). Since the publication of POS study by Eisenberger et al., (1986), several studies have been empirically tested and hypothesised, numerous antecedents and the consequences of POS. Previous literature studies have shown inconsistencies in the

results of the relationship between the study variables in different contexts of the organisation. This study, therefore, contributes to the literature. The present study is expected to fill the gap by exploring the antecedent of POS namely social support (perceived supervisor support, perceived co-workers support) and organisational justice (distributive justice and procedural justice) affecting turnover intention, particularly in the manufacturing sector. Moreover, in countries where environmental and cultural differences exist, this research will contribute to knowledge in terms of research findings in Malaysia. The present study added further knowledge to the existing body of knowledge of each study variable as well as a comprehensive research framework.

The key contribution of this study is the social exchange theory which explains the connection between the antecedent of POS and turnover intention. This research also focuses on the impact of POS on turnover intention. Previous researches have not given adequate attention to these variables and may, therefore need more insight into the factors that influence turnover intentions.

Previous researchers have mostly looked at the direct relationship and lack of studies with POS as a mediator. Moreover, the addition of POS as a mediating variable in the context of this study will fill the literature gap as suggested by the researchers and offer a contribution to the literature in the manufacturing sector of Malaysia.

Apart from the importance of theoretical knowledge and the development of literature, this study is also important in the practical sense. The topics highlighted in this study may help manufacturers to understand their role in taking responsibility for the impact of their activities on employees, environment, communities and stakeholders. This study

will help manufacturers to identify possible strategies to reduce employee turnover intention. It will be of great interest and value to practice for policymakers and human resource practitioners to develop effective strategies for retaining workers. This study may also guide an organisation to make the necessary improvements to the well-being of employees, particularly to create a strong corporate image and to attract and retain employees.

This study will also be of great benefit to employees in assessing their motivational factors that can improve their workforce to see how they can find better opportunities to increase profits in the organisation. Moreover, to the best of the researcher's knowledge, there is a lack of empiric studies on workers' turnover intention in the Malaysian manufacturing sector. This study is expected to encourage other researchers and increase future opportunities for further research initiatives.

1.6 Scope of Study

In order to answer the research question of this study and achieve the objectives, this study was conducted amongst direct labours in the manufacturing sector. This category includes direct labours who are engaged in processing and assembly, storing, handling, packing and warehousing. In other words, these employees are directly engaged in the manufacturing of a product. Most of the workers in the manufacturing sector are direct employees compared to indirect employees. Moreover, those in blue-collar jobs, which is also labour-intensive, appeared to be more vulnerable to turnover than those in white-collar jobs (Santhanam & Srinivas, 2019).

There are approximately 600 manufacturing companies located in the state of Johor in the year 2017 (Federation of Malaysian Manufacturers; FMM Johor Branch, 2018). Johor remains the country's top investment destination for the manufacturing sector. Total figures for the year 2017 showed that RM16.8 billion of investment came from domestic companies and RM5.1 billion were from foreign direct investment. For the last five years (2013 – 2017), Johor has created 74,576 job opportunities (Musa, 2018). Apart from that, the state proximity to Singapore was a further advantage in attracting manufacturers from all over the world to set up operations in Johor. It is therefore important to choose manufacturing industries in the state of Johor and there is a lack of such studies among direct labour.

Increasing turnover intention among direct employees makes the organisation suffer negatively, resulting in less commitment to work, counter-work behavioural pattern and dissatisfaction among employees. With such problems, it can spoil the image of the organisation, possibly affecting public perception. Therefore, to understand the factors leading to the occurrence of turnover intention, the scope of this study was focused on the effect of antecedent of POS namely social support (perceived supervisor support, co-workers support) organisational justice (distributive justice and procedural justice) on the employee turnover intention, which is mediated by POS in the manufacturing sector of Johor state among direct employees.

1.7 Definition of Key Variables

The following terms are defined in the context of this study and supported by a literature review.

Table 1.1
Definition of Key Items

Turnover	As the ratio between the number of employees who have left the organisation in the relevant time period, divided by the average number of people employed in the organization in that same time period.	Price (1989)
Turnover intention	As a conscious willingness to leave the organisation, which includes a thought or idea of leaving, the behavior of searching for a new job and the behavior of deciding to leave the job	Tett and Meyer (1993)
Social support	Social support is defined as the degree to which individuals perceive that their well-being is valued: such as supervisors and co-workers and the broader organisation in which they are embedded.	Eisenberger (2002)
Perceived supervisor support	The degree to which employees from impressions that their supervisors care about their interest and well- being, value their efforts and contributions and are supportive with encouragement.	Eisenberger and Stinghamber (2011)
Perceived co-workers support	Are individuals who work alongside each other in the workplace and who hold positions or ranks similar to each other.	Yoon and Thye (2000)
Organisational justice	Fairness, as impartiality and justice, and it is referred to in this study as the employee judgmental disposition of receiving fair treatment by their organisation.	Silla, Gracia Manas and Peiro (2010)
Distributive justice	One of the organisational justice forms that focus on making employees that they have received amounts of money (i.e. wages and others) that equal the outcomes of their works.	Greenberg and Baron (2009)
Procedural justice	Fairness related issues that concern the methods: mechanisms and operations used for assessing the outcomes.	Folger and Cropanzano (2001)
Perceived organisational support	As a person' s mindset credence to the level and found their offering in the organisation ideals also caution about their well-being.	Eisenberger, Lynch, Aselage and Rohdieck (2004)
Manufacturing Industries	Manufacturing industries are those that engage in the transformation of goods, materials or substances into new products.	Ghobakhloo (2018)
Direct Worker	Direct worker refers to the employees who work directly on a manufacturer's products.	Ghobakhloo (2018)

1.8 Organisation of the Thesis

This thesis is presented in five chapters in a row. The first chapter discusses the background of the study, problem statement with the research gaps, the research question aligned with the problem statement, the research objective, the definitions of variables used in the study, the scope of study and the significance of the study. In chapter two, selected literature on turnover intention, the antecedent of POS such as perceived supervisor support, perceived co-workers support, distributive justice and procedural justice have been reviewed. Besides, a literature review on POS as a mediating variable is also provided with the discussion about the theoretical underpinnings.

Based on the literature reviewed, a theoretical framework and the study hypothesis were developed in chapter three. A detailed description of the sample, the study research tool, the data collection method, as well as the statistical analysis, has also been defined in chapter three, which focuses mainly on the research method. Chapter four presents the results of the survey of the questionnaires and the result of testing the hypothesis formulated for the study. Finally, chapter five summarises the analysis and results of the study as presented in chapter four. Apart from that chapter five summarises the discussion in conclusion by explaining both the theoretical and the practical contribution of the study and discusses the limitation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter includes reviews of past turnover intention (TI) studies, perceived supervisor support (PSS), perceived co-workers support (PCS), distributive justice (DJ), procedural justice (PJ) and perceived organisational support (POS). Apart from that, this chapter also describes the concept of employee turnover and turnover intention and provides the reason for using turnover intention instead of actual turnover. The supporting turnover intention models and an underpinning theory were also discussed in this chapter.

2.2 Turnover Intention and Actual Turnover

Turnover intention and actual turnover are two different concepts that have been extensively studied in the literature. Since the mid-1950s, the issue of employee turnover intention and turnover has attracted a great deal of interest among researchers and continues to stand out among the most studied behaviours and remains to be an important issue till date (Barling & Cooper, 2008; Ochoa & Mujtaba, 2011; Hancock et al., 2013). Although the turnover intention is not always translated into an actual turnover by employees, the idea of quitting is often considered as a predictor of potential turnover (King & Tang, 2018; Mobley, Horner & Hollingsworth, 1978). It is also important to clarify the different types of turnover, namely involuntary turnover and voluntary turnover (Rahman & Nas, 2013; Saeed, Waseem, Sikander & Rizwan, 2014). Involuntary

turnover occurs when the organisation dismisses its workers because of layoff, separation, performance issue and refers to management's decision to force workers to leave the organisation while voluntary turnover occurs when the workers themselves decide to quit the job and the organisation (Morrel, Loan-Clarke & Wilkinson, 2001; Zhao, Sun, Cao, Li, Duan, Fan & Liu, 2013).

Precisely, Taylor (1998) has divided voluntary turnover into a functional and dysfunctional turnover. Functional turnover occurs when the non-performers resign from their current organisation. Meanwhile, the dysfunctional turnover refers to the outgoing of effective performers. Further, dysfunctional turnover is classified as avoidable turnover (e.g. poor working conditions, lower compensation, etc.) and unavoidable turnover (e.g. death, family moves, serious illness, etc.) over which there is little or no organisational influence. The employees' turnover intention may lead to voluntary turnover (Maertz, et al., 2007; Spell, Eby & Vandenberg, 2014; Peltokorpi et al., 2015).

The idea of turnover has attracted the attention of many researchers because financial and psychological measurements are important to the organisation (Choi & Perumal, 2014). Generally, turnover has ended up being costly and troublesome for the organisations (Harhana, Singh & Hussain, 2015; Wafula, Kerub & Eunicares, 2017). There is an increase in costs as management need to pay for the recruitment, selection and training of new workers (Juhdi, et al., 2013; Sharma & Nambudiri, 2015; Phuong, 2016). The impact of worker turnover assessed by organisational assessment by focusing on its implications for organisational performance (Wallace & Gaylor, 2012). The high turnover rate is one of the main causes for the rest of the workforce to feel and experience less satisfaction, low motivation and other related issues (Memon, Salleh, Harun, Rashid

& Bakar, 2014). The disadvantages of turnover for the organisation are the loss of skilled and valuable labour, low productivity, low morale and absenteeism (Amah, 2009; Zhou, Long & Wang, 2009; Huffman, Payne & Casper, 2013; Heavey, Holwerda & Hausknecht, 2013). Employee turnover may be interrupted by core business tasks, particularly when a highly talented worker leaves the organisation, where business achievement relies upon them (Tzabbar & Kehoe, 2014).

Turnover intention is more useful for management to take appropriate action in the event of actual turnover and strong predictors of turnover behaviour (Mobley, 1982). The organisation can take protective measures at the intentional phase to discourage workers from leaving the organisation. On the contrary, it is difficult to measure actual turnover, which is why many researchers rely on employee turnover intention to represent actual turnover (Park, Boyle, Bergquist-Berlinger, Staggs & Dunton, 2014). Turnover intention is the only antecedent consistently identified as direct predictors of turnover behaviour and many studies have shown a strong relationship between turnover intention and actual turnover behaviour (Griffeth, et al., 2000). Other than that, Price and Mueller (1981) argued that turnover intention over actual turnover is better and more functional. Turnover intention is a tool for measuring actual turnover (Chen, Brown, Bowers & Chang, 2015). Turnover intention is an important step ahead of actual turnover (AlBattat & Som, 2013; Rainayee, 2013). Over the years, researchers and scholars have proposed several definitions to better understand turnover intention as set out in table 2.1.

Table 2.1*Definitions of Turnover Intention*

Definition of Turnover Intention	Source
Is the last stage before the actual turnover takes place.	Mobley (1977)
Emphasized that intention to stay or leave is based on one's mental decision on the current job and subsequent behaviour.	Sager, Giffeth and Hom (1998)
Is the person's view that he or she would leave the organisation.	Kahumuza and Schlechter (2008)
Referred to turnover intention as a relative strength of an individual intent to leave the organisation.	Lee, Murrman, Murrman and Kim (2010)
As the prevailing mental behavioural decisions between an employee's choices that are either to stay or withdraw and are consequently connected instantly with actual turnover.	Hussain and Asif (2012)
Is the probability that an employee will choose to leave an organisation identified by specific time periods.	Chao, Jou, Liao and Kuo (2015)

Turnover intention is one of the most important dependent variables in organisational research (Cohen & Cohen, 1983). Instead of using actual turnover as the dependent variable, researchers used the turnover intention at different times (Barak, Nissly & Levin, 2001). Lambert et al., (2001) measured turnover intention and concluded that it is the best method to be followed because it represents an immediate and consistent variable ahead of the actual employee turnover. The most important cognitive factor affecting the turnover is immediately known as turnover intention (Bigliardi et al., 2005). Many scholars have argued that the intention to quit is one of the main and immediate precursors of employee turnover (Zhou & Volkwein, 2004; Xu, 2008; Hassan & Hashim, 2011) and to the positive increase in actual turnover increase with the turnover intention (Kaur & Mohindru, 2013; Staffebach, 2008). This is not only to predict the greatness but also to understand the process through a person when the time comes, to quit or remain in the job (March & Simon, 1958; Steers & Mowday, 1981; Griffeth et al., 2000).

Theoretically, the turnover intention is directed to the theory of reasoned action based on belief- behavioural intention model. The theory of reasoned action is the question of social psychology and has been suggested by Ajzen and Fishbein (1980;1975). Theory of reasoned action explains that employee turnover focuses on the relationship between the intention to leave the organisation and actual turnover (Manager & Eikeland, 1990). Various evidence in the literature confirms that the position of turnover intention is the best analyst of actual departure and can, therefore, be used as a proxy for turnover (Bluedorn, 1982; Griffeth et al., 2000; Cho & Lewis, 2012). Furthermore, Chang, Wang and Huang (2013) suggested that when an organisation has employees with an unrealised turnover intention, there is a high likelihood that employees will resort to counter-productive actions such as absenteeism. It is therefore clear, based on this theory, that the reason behind the major change, in the way workers, develop the turnover intention is well known. This study shows the importance of the pattern of turnover intention to take vital, proactive and preventive action to address this critical issue.

Moreover, examining the turnover intention in this study is important, because most of the previous studies (Nicholls, Levy, Carson, Thompson & Perry, 2016; Tüzün, Çetin & Basim, 2014) consistently found that the turnover intention was the best predictor of actual turnover behaviour when compared to other affective or attitudinal predictors (Christian & Ellis, 2014; Feng-Hua, You-Shiun & Kun-Chih, 2014). Anticipating turnover intention is essential since real turnover is patented only when a worker leaves the organisation (Revilla–Camacho, Vega–Vazquez & Cossio–Silva, 2015).

2.3 Model of Turnover Intention

2.3.1 Mobley's Model of Turnover Intention

Mobley (1977) presented a model explaining the stages of the process of employee turnover intention and can be traced back to March and Simon's turnover theory (1958). This model meets the expectations of Mowday, Porter and Steer (1982). Mobley (1977) defined turnover as a sequence of cognitive steps, that is particularly sensitive to the satisfaction of individual workers at work. Low job satisfaction can stimulate the thought of leaving and lead to alternative assessment, intention to leave and finally, the withdrawal behaviour itself (Mobley, et al., 1978).

The model is then replicated by Hom and Griffeth (1995) and is supported by behaviour intention theory Fishbein and Ajzen, (1967), as well as the creation of turnover intention as a direct predecessor of actual withdrawal behaviour (Mobley et al., 1978; Price & Muller, 1986). Intermediary chain model of Mobley (1977) presented in Figure 2.1 suggests that a worker goes through an order of steps to get dissatisfied with their present place of work to quit his or her job. The process begins with the feeling of dissatisfaction of the individual and begins to think about leaving the place of work in the present. In the second stage, workers will begin to look for different options for their current place of work against the costs of leaving. In the third stage, the workers will eventually create intentions to leave and then leave their existing work. In the final stage, the quitting behaviour is finally stimulated, followed by the decision to quit the job. The intention to quit creates negative organisational behaviour such as low productivity, increased absenteeism and poor loyalty (Lam, Lo & Chan, 2002).

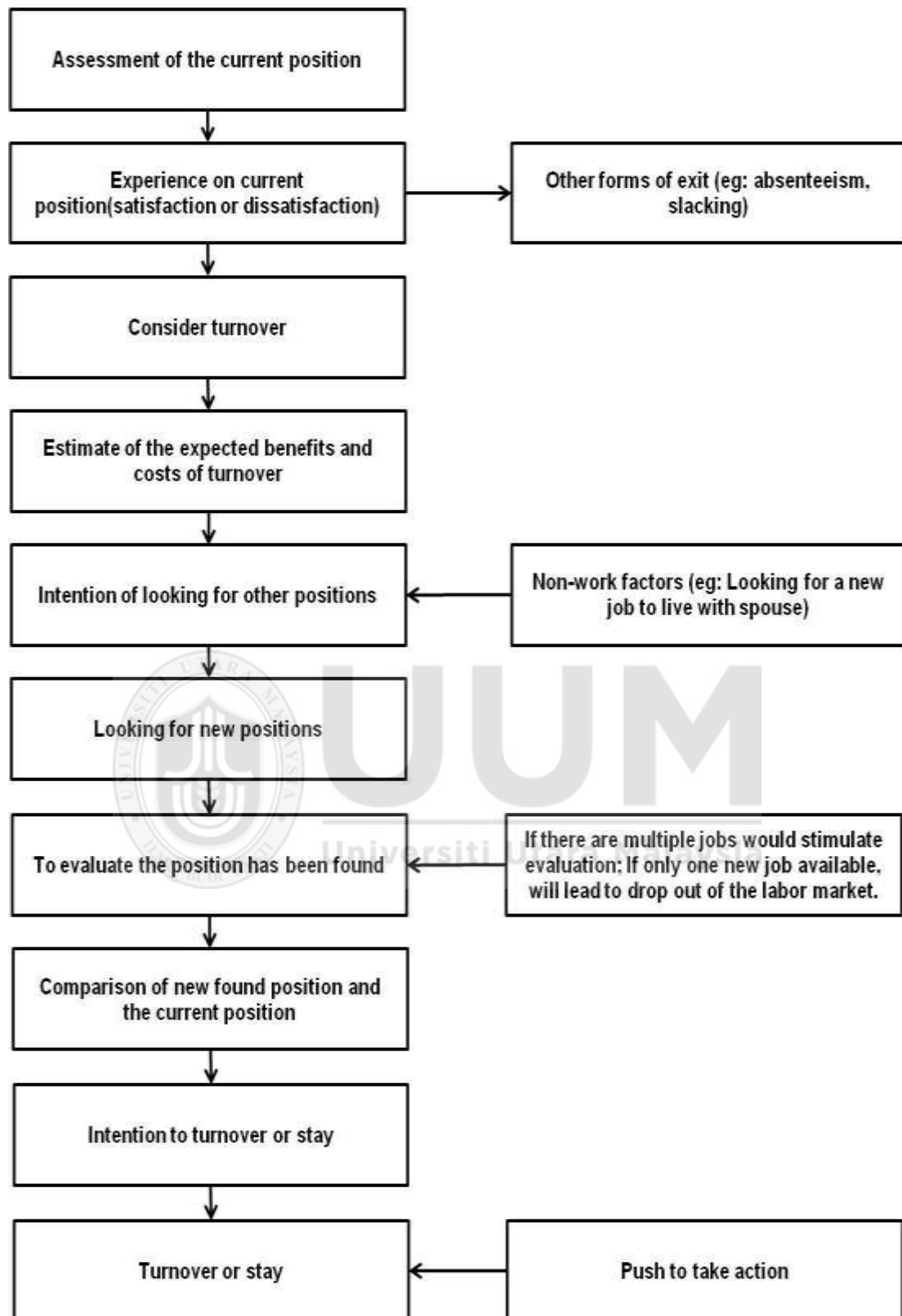


Figure 2.1
Intermediary Chain Model of Mobley's (1977)

2.3.2 The Unfolding Theory

The previous studies, on models (e.g. Mobley, 1977; Steers & Mowday, 1981) have described only a small fraction of the actual employee turnover variance (Lee & Mitchell, 1994). This fact suggests that many workers leave the organisation in ways not previously described (Lee & Mitchell, 1994). Lee and Mitchell proposed the unfolding model, which suggests paths that employees use to leave. The Unfolding model of Lee and Mitchell (1994), introduces a new voluntary turnover model, which has four decision paths and distinct cognitive pathways when employees decide to leave the organisation which is explained below:

Decision path 1: Is initiated by a shock to the system, the scripted action plan for leaving is ready in hand. It begins with some kind of unusual, personal or organisational work. The shock causes workers to search their memory of previous decisions or regulations referred to as scripts or decision framework. In other words, scripts are action plans based on social expectations or past experiences. If the action script or plan is appropriate in the previous one, the script will be drafted immediately. For example, if the worker misses a promotion (surprise) and he or she decides to quit the job if the individual misses the promotion again (script). Therefore, if the promotion is missed again, the employee will create the script and leave automatically.

Decision path 2: The shocks to the system happen, but there are no scripts or action plans available for shocks. For example, if the person is handed over for the promised promotion and left without a job search. These are probably impulsive reasons for leaving. Disappointment may be high, as this type of shock is often negative.

Decision path 3: The path also begins with shock but differs from the second path where people consider alternatives and leave, usually with better alternatives at hand (e.g. an unsolicited job offers or career changes). These quitters are often not dissatisfied with their work but leave for a better alternative.

Decision path 4: The final two paths do not start with a shock, but are characterized by consistent job dissatisfaction. Both pathways start the same, with increasing dissatisfaction, which then leads to image violation. As soon as the image violation occurred, workers on the route (4a) decided to leave without a job alternative. They in route (4b) go through the same process but will have alternative jobs when the decision to quit the organisation is taken.

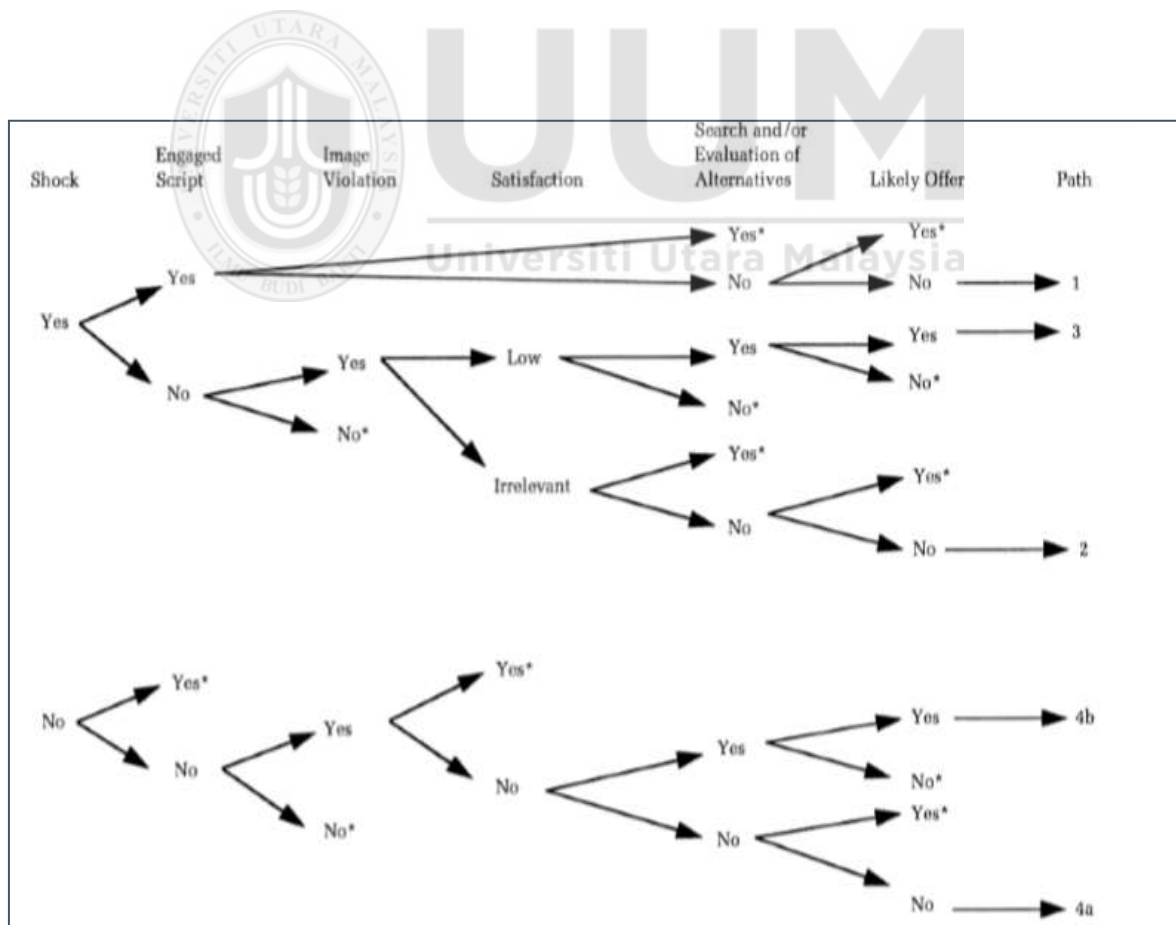


Figure 2.2

Lee and Mitchell (1994) - Unfolding Model of Turnover

Several studies have been conducted to determine the extent to which the Unfolding model accurately portrays the different pathways employees take to turnover. In the study by Donnelly and Quirin (2006) presented the work of the model of unfolding by involving quitters as well as stayers (who were thinking of leaving but eventually staying). The study has shown 86 per cent of the sample leaving through one of the paths.

The study of Morrell, Loan-Clarke, Arnold and Wilkinson (2008), used a population of 352 nurses in the United Kingdom (UK) who had left in the previous year (2007). The most prevalent pathway was 4b (43 per cent) and pathway 3 (3 per cent), no employees were classified into pathway 2 or 4a. The results give limited support for the theory and might show a limitation in the ability to apply this theory outside another country, which suggests by the researcher should be explored in future research (Morell et al., 2008). Besides, the study also had a methodological limitation by collecting exit data up to a year after employees left the organisation (Morell et al., 2008).

Kulik, Treuren and Bordia (2012) assessed the Unfolding theory using exit interviews conducted by ConsumerCorp, an Australian organisation involved in the sales, marketing and of consumer products. The researchers used transcripts from previously conducted exit interviews of 228 employees who were voluntarily leaving the company. Kulik et al., (2012), with the most common being pathway 3 (31 per cent) and the least pathway 4a (7 per cent). A major limitation of this study was that these interviews were conducted before the study, and the researchers were not able to precisely capture each aspect of the theory, instead had to rely on the interview transcripts that were previously gathered by the organisation. Therefore, the researchers had to infer the presence or absence of each aspect of the unfolding theory used to classify employees into pathways.

Organisations can use the results of this study for data collection and subsequent data usage. Using surveys eliminates these two problems and creates a more consistent process. More specific organisations can use this theory when conducting outbound surveys to get a better picture of the process. The closed-ended surveys, when paired with open-ended questions that ask about highlights and lowlights for organisations can provide a wealth of useful information (Morrell & Arnold, 2007).

2.4 Previous Studies on Turnover Intention

The employee turnover will continue to be a serious problem that is facing most of the world's organisations, and employers need to be creative in addressing this problem by identifying the various factors to understand why employees might decide to quit their organisations (Hayward et al., 2016). Several factors serve as antecedents of intention to leave. These factors can be grouped into employee factors (e.g. demographic factor, employees behavioural/attitudinal responses), job-related factors (e.g. stress, financial rewards, characteristics of working condition), organisational factors (e.g. organisational characteristics, organisational climate/culture, interpersonal relations within organisations) and external factors (e.g. work-life balance, external job market) (Matz, Woo & Kim, 2014). Cotton and Tuttle (1986) concluded that the factors affecting turnover intention can be classified into three categories, namely individual factors, work-related factors and external factors. In some studies, the turnover intention is the only factor consistently identified as direct predictors of turnover behaviour (Griffeth, et al., 2000). In addition to all these, there is a growing body of research on organisational factors, which also looked at social support (perceived supervisor support, perceived co-

workers support), organisational justice (procedural justice and distributive justice) and turnover intention.

The study by Hee, Lien, Liang, Ali, Manap and Lailee (2018) carried out research among employees in the manufacturing sector in Malaysia, which shows that employees who are inclined to show positive feelings about compensation and benefits have lower turnover intention. Employees consider salary to be an important factor in meeting their economic needs (Hassan, 2014). An organisation must provide satisfactory compensation to its employees as employees contribute their energy, effort and time to assist the organisation in achieving its goals and objectives (Adeniji & Osibanjo, 2012). The good working environment which encompasses and enhances careers will also increase the rate of retention and profitability of workers by categorising and providing such rewards for workers (Cao, Chen & Song, 2013). If the given reward is unable to satisfy the workers, it may turn out to change their behaviour and leave the organisation (Abassi, Hollman & Hayes, 2008).

According to De Gieter and Hofmans (2015), many organisations have experienced some difficulties in attracting and retaining employees because of the rewards offered by organisations focused only on monetary benefits. Once employees contribute to the organisation, they expect to receive more than monetary rewards such as compliments, flexible working hours, appreciation and others. Workers in the organisation report that they are satisfied with the salaries and other benefits they receive and because of this past, it makes it difficult for them to quit the organisation, as they are offered higher wages compared to other organisations (De Gieter & Hofmans, 2015).

Apart from that, the study by Hee et al., (2018), revealed that there was no significant association between recruitment and selection also work-life policies with turnover intention. Generally, the recruitment and selection process for workers, known as the standard procedure is a comparative strategy of cross-referencing organisations. However, this key factor would have an impact on workers who remain in the organisation (Hee et al., 2018). Workers tend to see work-life approaches in most of Malaysia's manufacturing firms. As a result, these reasons make it clear that finding work-life approaches is not a key factor in affecting the intention of a worker to move to another organisation (Hee et al., 2018). Omar, Tajuddin and Ramdani (2017) argued that, although there is a negative relationship between work-life balance and turnover intention, but their correlation was weak.

Researchers have identified that contextual factors related to the work environment may have an impact on turnover intention (Arshad, 2016; Griffeth et al., 2000). Job characteristics are highly regarded, as an important work environment antecedent of turnover intention (Holtom, Mitchell, Lee & Eberly, 2008). The study by Agarwal and Gupta (2018) revealed that motivating job characteristics influence the managers' work engagement and negatively correlated to turnover intention. According to Boonzaier, Ficker and Rust (2001), the high level of satisfaction and motivation can be enhanced by well-designed job characteristics which are an important technique for retaining talented workers. Job characteristics have contributed to high intrinsic motivation alongside a high level of commitment on the part of workers, which will reduce the turnover intention (Blankertz & Robinson, 1997). As Dysvik and Kuvaas (2010) put it, motivation plays a key role in affecting employees job turnover intention which leads to an actual turnover.

Following a study conducted by Nor, Zainuddin and Johari (2015), between operators in the electrical manufacturing sector and electronics sub-sector in Peninsular Malaysia, has shown that the dimension of job characteristics (job feedback, task identity and skill variety) has a significant relationship and contributed to the turnover intention but another two dimensions (task significance and job autonomy) revealed no significance in turnover intention. The high- level response required by the operators on the extent, to which their work performance has been carried out has shown the importance of job feedback among operators in the manufacturing sector. Past research also indicates that the aspect of job feedback has made significant contributions to the direct and indirect correlation of the intention to leave the educational environment (Mooshegian, 2010).

On the other hand, it can be shown that, through the completeness and meaning of the task identity, the intention of the operator to quit the job is lower. The research findings of Elanain (2009) and Nor et al., (2015) are consistent with the abovementioned statement. The variety of skills needed to perform the operators' tasks include the management of equipment and machinery. Operators are, however, required to demonstrate a high variety in task and skills will reflect in high turnover intention. According to Lefkowitz (1970), the high range of skills and tasks involved has influenced the tendency to quit because the operator has shown little knowledge and unable to perform various responsibilities. It is therefore important for manufacturing companies to retain talented employees, particularly operators to reduce turnover intention and to be more productive and competitive.

The study by Memon, Salleh and Baharom (2016) in the Malaysian oil and gas industry, has shown that the higher levels of training satisfaction are linked to higher levels of work

commitments, thus reducing employee turnover intention. Besides, Memon et al., (2016) research, linked job-demand-resources theory and social exchange theory. Given the rule of social exchange theory, training is intended to help workers carry out their tasks in a satisfactory manner, thereby increasing workers' satisfaction and increasing their sense of commitment to the organisation. A reciprocal relationship between workers leads to less intention to leave the organisation (Shuck, Twyford, Rejo & Shuck, 2014). The workers believe that, when they can meet the job demands, the level of commitment increases as well as the desire to remain in the same organisation. Indirectly, the organisation provides extensive training and leads to career development opportunities. This situation allows for a higher level of engagement and workers do not intend to quit. The previous study also showed that engagement is a strong predictor and negatively significant related to worker turnover intention (Bailey, Madden, Alfes & Fletcher, 2015; Takawira, Coetzee & Schreuder, 2014; Soane, Truss, Alfes, Shantz, Reese & Gatenby, 2012). Besides, the workers follow the rules of exchange and employees respond by methods of engagement with their accomplice and as demonstrated by previous studies, engaged workers are less likely to leave the organisation voluntarily (Juhdi, et al., 2013; Saks, 2006).

Managing the complexities of a multi-generational workforce is a big challenge facing managers today. Much of the workplace has three generations of workers such as generation X, generation Y and baby boomers. The study conducted by Rani and Samuel (2016) between different sectors, such as government offices, education and private sector in India, revealed that most of the essential ramifications of the findings are the joint impact of personal and organisational work value on turnover intention, which demonstrates that the fit and mismatch between organisational and individual work value,

significantly influence the turnover intention on employees. Generation Y reported a significantly higher discrepancy in person-job fit values than generation X and baby boomers to impact the turnover intention (Rani & Samuel, 2016). The investigation also shows that Generation Y workers rated all work values higher than older generations, which reveals their high expectations. Thus, the reward systems in place in organisations may be appropriate for older workers, but they may cause a noteworthy mismatch and subsequently higher turnover intention for generation Y workers (Rani & Samuel, 2016).

However, Rani and Samuel (2016) recommended implementing better policies that, address the needs of each generation when they understand generational differences in the workforce. There could be a mismatch between the value of managers with generation X and generation Y employees, due to the baby boomer generation who controls most of the organisation. Fitness between people and organisation has been appeared to be an imperative factor affecting the reasons why individuals are being drawn into it. According to Lyons and Kuron (2014), understanding the millennial needs and differences in the workforce, enhances their innovation and productivity often reinforcing job satisfaction and decrease in turnover intention. The relationship between the differences in work value and turnover intention is related to generation Y due to high career mobility. Generation Y workers have a significantly lower commitment and higher expectations than older generations, who are also likely to quit work if their expectations are not met (Twenge, Campbell, Hoffman & Lance, 2010; Wong, Gardiner, Lang & Coulon, 2008).

The study conducted by Wu, Shie and Gordon (2017), in seven five-star hotels in Beijing indicated that customer orientation is strongly and negatively correlated with turnover

intention. The findings of the Wu et al., (2017) study, revealed that the dimensions of emotional labour (surface acting, genuine emotion and deep acting) are partially mediated by the relationship between customer orientation and turnover intention. It is also shown that surface acting increases the turnover intention, whereas deep acting and genuine emotion decrease it. Moreover, the result shows that frontline employees with a high customer orientation are more likely to take advantage of genuine emotion and deep acting, and therefore less intention to quit the organisation (Wu et al., 2017). This means that front-line workers with high customer orientation can comprehend the needs of clients and appreciate taking care of their issues, which enables them to adapt to stressors in a way that, reduces the adverse impact of job demands (Yavas, Babakus & Ashill, 2009). Customer-oriented workers are likely to be satisfied with the work and have lower turnover intention because they have high self-control resources (Yavas et al., 2009).

2.5 Perceived Organisational Support

POS is defined as a general belief in which workers feel that their organisations value their contributions as well as their well-being (Settoon, Bennett & Liden, 1996; Rhoades & Eisenberger, 2002; Krishan & Mary, 2012; Kurtessis et al., 2015). POS has a great deal of enthusiasm among psychoanalysts and management analysts (Rhoades & Eisenberger, 2002; Fuller, Barnett, Hester & Relyea, 2003; Stamper & Johlke, 2003; Aube, Rosseau & Estelle, 2007). Organisational support is believed to involve an exchange between an organisation and its employees (Ahmed, Ismail, Amin & Nawaz, 2013) where the organisational commitment to employees creates a sense of support (Baran, Shanock & Miller, 2012). As per Eisenberger et al., (2002), there are many ways, in which an organisation can show a positive relationship with a worker, by encouraging

the worker to respond positively as a result of affirmative feeling. When workers are emotionally associated with the organisation, they will regard the issues of the organisation as their own and glad to continue with their relationship with the organisation (Casimir, Ng, Wang & Ooi, 2014). They enjoy working for the organisation and turn out to be very accepting (Ugboro, 2006). At a time when workers feel supported by the organisation, positive practices that are advantageous to the organisation will be exposed (Gouldner, 1960).

2.5.1 Organisational Support Theory

Organisational support theory provides a way to explain and predict the causes of POS (Eisenberger & Stinglhamber, 2011). Organisational support theory is one structure through which we can investigate the employee-organisational correlation. This theory depicts how workers' perceptions are of the degree to which the organisation values its commitments and thinks about their well-being (Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011; Kurtessis et al., 2015). Organisational support theory is a kind of social exchange theory and depends on two main principles: the norm of reciprocity and the personification of the organisation. According to the theory of organisational support, workers seek to think about the organisational capacity to support them, just as individuals see the level of commitment as a contribution to an individual connection (Eisenberger et al., 1986).

On the contrary, the desired organisational support is also necessary to raise the standards of reciprocity, to create a sense of duty to help organisations and to reward expectations of improving performance on behalf of organisations. Employee support for

organisations should, therefore, be strengthened by standard work activities, which will lead to improved performance. Organisational support theory also suggests that support for POS enhances the sense of responsibility of employees towards their organisation, a role that can improve job outcomes (Farh, Hackett & Liang, 2007; Lee & Peccei, 2007). Assistance given to colleagues is generated through exchange, reciprocal norms and roles in the workplace, thus effectively promoting the objectives of the organisation (Eisenberger et al., 1986; Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

2.5.2 Antecedents and Consequences of Perceived Organisational Support

Employee POS levels should be regularly reviewed by the organisation to ensure that favourable worker benefits the organisation and eventually lead to profitability (Krishnan & Mary, 2012). Antecedents which are related to POS that supports the socio-emotional needs of employees and value their contribution and their welfare as a primary consideration. It will support debts for employees to reciprocate favourably (Ahmed et al., 2013).

In a meta-analysis by Rhoades and Eisenberger (2002) seventy studies reviewed from 1986 to 2002 and found that positive organisational support was associated with supervisor support, fair organisational procedures and favourable rewards and working conditions that led to positive outcomes for individuals and organisations (e.g. performance enhancement, increased affective commitment and reduced withdrawal behaviours).

The twenty-year study of literature from 1986 to 2006, on meta-analysis, revealed that POS had a strong connection with organisational commitment, job satisfaction and turnover intention whereas the positive effect on employees was only moderated by Riggle et al., (2009). Also, Eder and Eisenberger (2008) suggested that lower POS not only produce negative outcomes and withdrawal behaviour for individuals but also working groups. Besides, Figure 2.3 presented six major antecedents and eight consequences of POS (Krishnan & Mary, 2012).

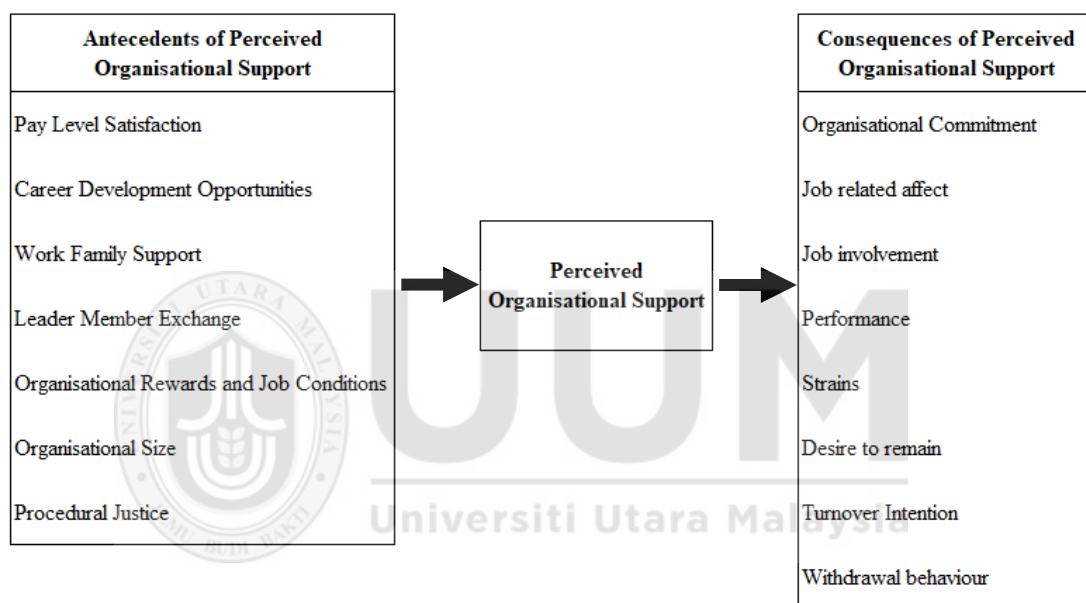


Figure 2.3

Antecedents and Consequences Factors of Perceived Organisational Support (POS).

Source: Krishnan and Mary (2012)

The study examined by Kurtessis et al., (2015) referred to a meta-analysis survey, which included four hundred and ninety-two papers containing five hundred and fifty-eight studies, grouped POS antecedents into three classifications such as (1) treatment by organisation members, (2) employee-organisation relationship quality and (3) human resources practices and job conditions. Specifically, job conditions play an important role in the establishment of POS by workers tending to POS as a means of reciprocating

adequate working conditions (Shore, Tetrick, Lynch & Barksdale, 2006; Kurtessis et al., 2015).

Apart from that, the Kurtessis et al., (2015) study suggested that POS is linked to favourable social interactions, both with supervisors and co-workers, by concluding that it is more important that the supervisor is perceived as a delegate of the organisation (Stinglhamber & Vandenberghe, 2003). Proper procedures should make a major contribution to the POS as is generally seen as under the discretion of the organisation (Moorman et al., 1998). Kurtessis et al., (2015), argued that three forms of justice (procedural, distributive and interactional justice) are closely correlated, but POS is more concerned with procedural justice. These results indicated that employees place additional emphasis on the general characteristics of an enduring organisation as signs of organisational orientation that are profitable or unfavourable to them.

In a meta-analysis study conducted by Ahmed, Nawaz, Ali and Islam (2015) POS and engagement showed a strong relationship in all sectors excluding the service sector which only revealed a moderate relationship. The study was directed in six different sectors (manufacturing, service, financial, government, educational and diversified organisations). Job satisfaction showed a strong relationship with POS in financial, manufacturing, service sectors and diversified organisations but a moderate relationship in government and educational sectors. Organisational commitment is the only variable that has a strong relationship with POS regardless of the sectors, while organisational citizenship behaviour has shown mixed results. For turnover intention, it was noted that manufacturing and services organisations had a strong POS association, while it showed a moderate relationship for the rest of the organisations. The study by Ahmed et al.,

(2015) concludes that only the manufacturing sector shows the relationship to all analysed variables.

The meta-analysis was reviewed by Ahmed and Nawas (2015) and claimed that distributive justice (51 per cent), procedural justice (47 per cent), supervisor support (52 per cent) and co-worker support (41 per cent) are strong predictors of POS in various sectors. Participation in decision making, work autonomy, task variety, work overload, and role ambiguity are either weak or unrelated to POS, which predict all the variables below (12 per cent) variance in POS and does not predict POS. Moreover, the meta-analysis studies on the antecedent of POS provide valuable theoretical input and, above all, reinforce the view of organisational support theory of Eisenberger et al., (1986). Ahmed and Nawaz (2015) concluded in the study that if the organisation wants workers to feel they are supported, the organisation should provide supervisor support, co-worker support, distributive justice and procedural justice at the workplace. Besides, the review of Ahmed and Nawaz (2015) which included one hundred seventy studies discovered that POS primarily correlated with growth opportunities, justice supervisor support and co-worker support.

Based on the previous meta-analysis on POS, this study emphasised the antecedent of POS, namely perceived supervisor support, perceived co-workers support, distributive justice and procedural justice which are influential factors to turnover intention and POS as a mediator.

2.5.3 Previous Studies on Perceived Organisational Support

In today's competitive business environment, it is important to foster creativity and create perceived support to help and enhance the creativity of various organisations (Diliello, Houghton and Dawley (2011); Ibrahim, Isab and Shahbudin (2016)), while, also reducing turnover intention and increasing job satisfaction (Cheng, Yang, Wanc & Chu, 2013). The study conducted by Akgunduz, Alkan & Gok (2018) among hotel workers in Turkey revealed that POS had a positive impact on employee creativity. Employees who feel their organisation is helping them by offering support will show more positive behaviours and attitudes such as employee creativity towards their organisation. According to Akgunduz et al., (2018), when hotel workers are perceived to be supported by their organisations, they will demonstrate behaviours such as continue to work in the organisation and expanding their performance. Thus, workers who consider that they are esteemed and respected by their organisations, they will be willing to work with their current organisation and will have less intention of leaving work voluntarily (Akgunduz et al., 2018). Subsequently, the study also revealed that the mediating effect on the correlation between POS and employee creativity is partially supported. The hotel manager can benefit from this strategy and can enhance employee creativity, perceived organisational support and meaning of work (Akgunduz et al., 2018). As a result, the manager can reward successful employees and increase their POS, ensuring that the work is meaningful and that the employee's creativity increases. Previous examinations have shown that organisational support is needed to reinforce the worker's meaning of work (Bufqugin, Dipetro, Orlowski & Parlow, 2017; Garg & Dhar, 2014).

Companies with different provinces and regions in China have shown that organisational support significantly influences employee engagement (Dai & Qin, 2017). At a time when workers have perceived support from the organisation, the worker's will be encouraged to have a meaningful place in the organisation. It makes the workers strive to achieve the organisational objectives, with the appearance of a higher level of worker engagement. The study conducted by Murthy (2017) showed that there was a significant and positive association between work engagement and POS. It is also based on the social exchange theory perspective, which enables employees to understand that the organisation cares and supports their well-being. It also encourages employees to respond effectively and to express greater commitment to their work. The human resources department of the organisation must play a proactive role in developing this perception among workers. The development of POS among employees will increase their engagement to increase organisational effectiveness.

Apart from that, the review by Dai and Qin (2017) showed that organisational support significantly influences organisational identification. If the organisation is unmistakably perceived by workers, it will promote the worker's sense of identity to the organisation. Previous studies have consistently shown that there is a major positive impact of POS on organisational identification (He, Pham, Baruch & Zhu, 2014; Edwards & Peccei, 2010; Sluss, Klimchak & Holmes, 2008). The study of He et al., (2014) drew attention to the new line of study on the antecedents of organisational identification from the perspective of social exchange, and they were inclined to rely solely on the perspective of social exchange to describe these correlations.

Additionally, Dai and Qin (2017) also argued that organisational justice plays a moderating role in the relationship between POS and organisational identification. In the light of social equity theory, organisation justice will certainly have an impact on the development of organisational identity. When workers notice that they are being treated fairly, the relationship between POS and organisational identification will be more significant. On the other hand, management and organisations need to move beyond the existing formal contractual relationship between employees and organisations. It will indirectly provide workers with sufficient financial and psychological support to expand it with the feeling that the organisation takes care of their efforts and concerns about their well-being.

Perceived organisational support is associated with the emotional comfort of employees and the inspiring coordination of their work and corporate behaviours is also favourable to the organisation (Kim, Eisenberger & Baik, 2016). Organisational support may be perceived as a resource for organisations that meet the emotional needs of employees such as self-esteem, support and association (Gupta, Agarwal & Khatri, 2016). Du Plessis, Barkhuisen, Stanz and Schutte (2015) study noted that it is important to understand the relationship between employees generation Y's intention to quit, and the impact of their perceptions on organisational talent management practices, supervision and organisational support. Du Plessis et al., (2015), examined the Gen Y worker's intention to quit and confirmed a significant negative relationship between POS and employees' intention to quit. Therefore, in recruitment and retention, it is important to understand their job expectations and values to maintain a productive relationship. Moreover, organisations should focus on developing organisational policies that address multiple generations intending to minimise employee turnover intention (Du Plessis et al., 2015).

Perceived organisational support affects careers such as career absorption, organisational performance and organisational commitment as well as their desire not to leave the organisation (Varma & Russell, 2016). The authors argued that employees have their own beliefs about appreciation and attention of the organisation as well as the ability to support them if they help to achieve the goals successfully. Caesens, Marique, Hanin and Stinglhamber (2016) proposed a possible view of perceived organisational support for employee growth activities. Perceived organisational support, for the cause of work environments and human resources practices, enable positive employee attitudes and behaviours.

Cheung (2013) suggests that the interest of the human resource management practices has led to the establishment of positive effects on POS for workers. The organisations directly implied messages to workers through human resource management practice is to express support and caring for their workers. Besides that, Allen et al., (2003) emphasise the role of human resource management practices in enhancing POS. Once workers understand the practices of the organisation that will make the impression that the organisation cares about its workers and is always willing to help them. Management provisions, rational management, rewards and promising working conditions showed a clear relationship between perceived organisational support (Colakoglu, Culha & Atay, 2010). Nadeem, Ahmad and Abdullah (2015) associated few practices of human resources management, such as functional development by underscoring that, workers who obtain organisational help from their organisation would seek to be assisted to build them on their own.

2.6 Social Support

Supervisor and co-workers reflect the important roles of the social support in the work environment and show that employees are focused on their job at the workplace (Karatepe, 2013; Michel, Kavanagh & Tracey, 2013). When people are working in a supportive situation that includes support from supervisors and co-workers, they are also able to build their careers by making use of flexible resources, and they are likely to have effective outcomes, such as career satisfaction and intention to remain in the organisation (Ito & Brotheridge, 2005; Karatepe & Uludag, 2008).

In an exploration by Jhajharia and Gupta (2015), it has been revealed that in the event of good communication and supportive environment between supervisor and co-worker, the employees tend to cooperate effectively and therefore, they focus on giving excellent customer service. According to Ng and Sorensen (2008), social support is an important learning tool to increase proper employee engagement in the organisation. Moreover, Cobb (1976) defines social support as information that causes the subject to believe that he or she has been raised, accepted, respected and become a part of the mutual responsibility chain.

2.6.1 Previous Studies on Perceived Supervisor Support

Supervisor's support refers to how workers believe that their immediate supervisor cares for their well-being and appreciates their commitment (Rhoades & Eisenberger, 2002). The supervisor's support which is more commonly referred to as 'perceived supervisor support' (PSS) in the literature, negatively affects turnover intention (Eisenberger et al.,

2002). Supervisor support comprises of four measurements: emotional support, instrument support, role modelling behaviour and creative work-life management (Hammer, Kossek, Yragui, Bodner & Hanson, 2009). However, Bhanthumnavian (2003) stated that supervisor support in the workplace can be in three forms such as emotional support (i.e. acceptance, empathy and care), information support (i.e. guidance or feedback in work) and material support (i.e. preparing budget, aids, resources and tangible assistance that are related to work to improve the performance, subordinate's motivation and effectiveness). Employees interpret support from supervisors as equally supportive of the organisation as supervisors are closely associated with the organisation. The relationship happens in the opposite direction and the increased POS will increase the employee perception about supervisor's support, thereby directing workers to rely on POS as the driving force behind supervisor's support (Eisenberger, Shoss, Karagonlar, Gonzalez-Morales, Wickham & Buffardi, 2014; Yoon & Thye, 2000). However, others contend that POS and PSS are two distinct concepts (Eisenberger et al., 2002).

Furthermore, numerous studies have shown that higher levels of POS and perceived supervisor support are related to job satisfaction and well-being of workers. Supervisor support also includes expression of concern by the supervisors, which is expected to improve the well-being of the subordinates. It will help them indirectly on job-related issues and encourage their advancement of expertise (Kossek, Pichler, Bodner & Hammer, 2011). Supervisors demonstrate their encouragement to employees by listening to their concerns and grievances, giving suggestions, answering questions and directing career growth (Ng & Sorensen 2008).

It has been established that supervisors have positional energy in common to channel organisational resources, tasks, rewards and opportunities in the work environment (Kurtessis et al., 2015). The supervisors have a major social role to play. They have a position of authority and a low social distance with non-managerial workers (Eder & Eisenberger, 2008; Avery, 2008). These are the reasons why employees tend to see their supervisor as an example of the upper management perceptions of a worker, regardless of whether that is the case (Avery, 2008). Employees tend to have a supportive supervisor as a form of organisational support. As they have great associations with their supervisor, they are confident that their organisation has a strong supportive work culture.

The study of Suan and Nasurdin (2016) among customer-contract workers in the context of Malaysia hotel industry, found that supervisor support positively influences the work engagement and positive correlation to male employees and lesser for female employees. The majority of the supervisory positions in hotels is occupied by male workers (Mooney & Ryan, 2009). Babin and Boles (1998) postulated that male supervisors are strongly influenced by high assertiveness and individualism due to male tendencies and therefore, they tend to be more independent and accomplishment oriented individuals (Gkorezis, Mylonas & Petridou, 2012). On the contrary, female customer-contract workers are socially oriented and tend to be driven by a sense of nurturing and communal objectives (Eagly, 1987). In this manner, female customer-contract workers may have perceived that they are not getting satisfactory consideration from their male supervisors, who focus on accomplishment. Female client-contract workers, who are generally looking for attention, interacting with different workers, may have difficulty in building relationships with supervisors who also experience workload (Michele, Bachrach, Harris & Ziynuska, 2011).

According to Suan and Nasurdin (2016), the supervisors play a key role in nurturing employee engagement in raising the standard of service at Malaysian hotels and enabling them to thrive in a competitive market. Emphasising the importance of instrumental supervisor support in assisting employees to reduce job demand and meet their work objectives (Bakker, Hakanen, Demerouti & Xanthopoulou, 2007; Othman & Nasurdin, 2012). In the context of Malaysia, organisations need to extend support to female employees by recognising their family roles in creating a family-oriented society (Abdullah & Low, 2001; Hassan, Dollard & Winefield, 2014). Supervisor's emotional support such as listening, caring and being sympathetic are tools in easing work-related stress (Beehr, King & King, 1990). At a time, when job stress is minimal, customer-contact employees are likely to be devoted, energetic and engaged in their work. Customer and contract workers attempt various roles and carry out workload duties (Hayes & Ninemeier, 2007; Karatepe, Yavas & Babakus, 2007; Kim, Murrmann & Lee, 2009). Informative support and guidance from supervisors are valuable in supporting customer-contract workers to deal with their job demands, which also promotes full participation in their work and demonstrates the positive characteristics of work engagement (Elias & Mittal, 2011).

The study by Talukder, Vickers and Khan (2018), found that the higher levels of supervisor support for employees would lead to greater levels of work-life balance in the context of the financial industry across Sydney, Australia. In such a situation with close supervision, the actions and behaviours of the immediate superior will directly affect workers' ability to maintain a work-life balance (Steinberg & McCartney, 2002). The past investigation exhibits that supervisors not only influence employees work-life balance but also have a substantial effect on the use and achievement of formal and

informal work-life practices (Fiksenbaum, 2014). Supervisor support in the working environment facilitates an improved degree of work-life balance through the creation of an adaptable work schedule that has allowed, workers to fulfil work and non-work responsibilities (Russo, Shteigman & Carmeli, 2016). It is taken into account that supervisor support may provide optimum psychological and environmental conditions for workers, who may feel more comfortable and increasingly willing to invest in activities that facilitate more prominent work-life balance. Emotional support at work in the form of a supportive supervisor can play a major role in maintaining a work-life balance for employees (Abendroth & Dulk, 2014). The supervisors are supportive in terms of decentralisation of decision-making to make workers feel comfortable with their working environment (Mas-Machuca, Berbegal-Mirabent & Alegre, 2016; Russo et al., 2016).

In addition to that, the research carried out in Malaysia by Wong, Bandar and Saili (2017) in the services sector revealed that there was a positive correlation between work-life balance and supervisor support. Social support (supervisor support and co-workers support) is a powerful tool at the workplace for monitoring worker's personal and working life (Mas-Machuca et al., 2016). The pressure given by the supervisor to the employee is one of the main reasons for the failure of work-life balance. If an organisation provides a family-friendly environment in promoting a work-life balance, then the support from supervisors may not be necessary. Au and Ahmed (2016) suggested that Malaysian supervisors do not contribute to the work-life balance because employees consider their supervisors as a source of stress and harm their work-life balance.

The study by Mohamed and Ali (2016), regarding workers in Malaysian and private telecommunication companies stated that the supervisor support has a significant relationship with job satisfaction and affective commitment. A worker with a good level of supervisor support in their employment indirectly supports and decipher the high level of good perceptions towards their organisation into getting engaged with activities that are outside from their job requirement (Mohamed & Ali, 2016). It is suggested that because of the high level of perception among employees, the supervisor support should reciprocate to the satisfaction of the job. The workers who are having great support from their supervisor will be of concern to their employers for being commonly caring about their well-being and that kind of attitude will impact their affective commitment in a positive way (Mohamed & Ali, 2016).

The past study showed a positive relationship between co-worker support and supervisor support on job satisfaction (Harris, Winskowski & Engdahl, 2007). Besides, the study by Lawrence and Callan (2011) found that co-workers and supervisor support helped workers retain positive job satisfaction even during organisational change. If the supervisor does not pay attention to management practices it may lead to poor performance and negatively affect employee satisfaction. Supportive supervisory actions prompt enhancements in organisational performance. Gupta, Kumar and Singh (2014) examined supervisor support characteristics and concluded that, when an organisation encourages an atmosphere of supervisor support, organisation efficiency increases in the light of enhanced levels of employee's meaningful work and job satisfaction.

High turnover rates have been a major issue in almost all organisations, including the education sector. The study of Rathakrishnan, Imm and Kok (2016) reveal that supervisor

support was observed to be insignificant. The study conducted by Ratnakrishnan et al., (2016) regarding the lectures in Malaysia and their supervisor support, is certainly not a strong factor to actuate turnover intention. In all likelihood, most lecturers would be able to fulfil their duties without the assistance and support of their supervisor. Since the lecturers are professionals and have strong control over their job particularly in private universities, the support of the supervisor does not affect their intention to leave. Consequently, lecturers who plan to leave the university does not seek the guidance of their supervisor. Also, the same research clearly showed that workers' motivation to leave the organisation is identified by job satisfaction, achievability of key performance indicator (KPI), job autonomy and compensation. The weak supervisor support is associated with high turnover intention (Brough & Frame, 2004).

The research by Afzal, Arshad, Saleem and Farooq (2019) revealed that perceived supervisor support negatively affects turnover intention through the mediation of self-efficacy among the academic staff in the universities in Pakistan. Supervisors can provide backing to teachers in the form of social and technical support. It will increase their confidence level about their skills and abilities and foster them to perform better. When they are satisfied with their performance, it gives them a reason to remain in the organisation (Afzal et al., 2019).

A past study by Kim (2014) in the travel industry, stated that supervisor support is significant to veterans, but neophytes do not get affected by supervisor support in terms of turnover intention. According to Kim (2014), if veterans have a conflict with supervisors and they see a lack of quality supervisors, they may have acquired turnover intention. Pre-knowledge of veterans about the characteristics of the job of the travel

agency will often affect their conflict with supervisors as workers tend to keep their beliefs or knowledge from experience. It concludes that the efforts to retain employees are not just the responsibilities of human resource managers, but it is the supervisor's responsibility as well. Apart from that, the study by Kim (2014) also revealed that co-worker support was not significant on turnover intention of neophytes and veterans.

2.6.2 Previous Studies on Perceived Co-worker Support

The perceived co-worker support, represents an individual worker's belief, about how much of their colleagues collectively support and appreciate their contribution (Ladd & Henry, 2000). Co-worker support is based on the level of consideration an individual receives from members of their social network (Iverson & Bittigieg, 1999). Beehr and McGrath (1992) characterised co-worker support as colleague's ability to help each other (e.g. caring, friendly, empathetic, warm, cooperative, appreciative, gossiping or not backbiting, supportive and respectful) in performing everyday tasks and dealing with the disquieting working environment.

According to Ducharme and Martin (2000), co-worker support was categorised into two divisions namely emotional support and instrument support. Example of emotional support (e.g. they can help the situation by closing the shift of the worker as long as it is needed) and instrument support (e.g. when they listen to another employee and offer them advice on work-life balance issue). Co-workers deliver a chance for workers to share master information and also provide support and encouragement (Zhou & George, 2001). Notwithstanding supervisor support, co-worker support also includes the interpersonal transfer of instrumental or emotional resources (Yoon & Thye, 2000). As Hobfoll (1988)

contended, co-workers can be a key source of resources for employees. Employees working as a team turned out to be one of the common features in the modern organisation (Jungert, 2012). Team members may not only work more independently between them but also adjust and organise their actions so that they can achieve their objectives and goals. One of the impacts that can be seen through team and co-workers support is the diminishing of traditional hierarchical connection among employers and employees through a coordinated effort. Also, building friendship in the workplace between employees and co-workers reinforces the engagement of workers (Tews, Michel & Ellingson, 2013).

The study by Lai, Lee, Lim, Yeoh and Mohsin (2015) revealed that co-worker support has the most significant relationship to the employee engagement in the Malaysian hotel industry. Good co-workers play an important role in developing the organisations and individuals they work for. It is, therefore, appropriate to recommend managers and employees to pay more attention to teamwork and co-workers. Some studies also support the notion that good co-workers will bring the organisation to a better level. Saks (2006), assumed that social exchange theory provides a fundamental basis to study workers' transformation and engagement. During a time, when workers get support from co-workers in the organisation and often get adequate training and advancement, they feel more committed and willing to engage with themselves. Engagement happens, when workers feel obligated to contribute more, as a reimbursement for the co-worker support, training and development activities (Kahn, 1990).

Workers and co-workers are more likely to involve in social interaction at the workplace and possibly shape their work experience. Certainly, co-workers can provide the desired

support that generates positive work experience. It may create a sense of loyalty, belonging and is characterised as affective commitment. The study of Limpanitgul, Boonchoo and Photiyarach (2014) disclosed that there is a significant correlation between co-worker's support with affective and normative commitment in Thai airlines, but insignificant in the United State (US) airlines. According to Limpanitgul et al., (2014), ever since the organisational culture was impacted by a more collectivist national culture in Thailand, the workers working in the Thai airline sought consensus and approval from their associates and anticipated that the working environment may require agreement in decision making. Workers who work in the Thai context may also have a greater tendency to expect their co-workers to work together in harmony because workers in Thai airlines usually value co-worker's support unlike their counterparts in the US airlines (Limpanitgul et al., 2014).

Furthermore, Limpanitgul et al., (2014) stated that they might choose to work and be part of the same organisation because they are loyal (affective commitment), or they are only bound to social norms and remain committed to the organisation, as they consider the support of co-workers to be something more beneficial than leaving the company (normative commitment). On the contrary, in the American context, the workers may become annoyed when they get excessive support from their co-workers, as they put a higher value on individual cultural aspects (Limpanitgul et al., 2014). In this manner, not seeking support from co-workers may be seen as an advantage to keep them in their present working environment. Since they place higher esteem on individualism, they may also believe that they are satisfied with the work and other job-related issues and is self-rewarding (Limpanitgul et al., 2014).

The study carried out by Loi, Ao and Xu (2014) in Macau hotel industry, exposed that POS and co-workers support positively correlated with promotive voice but the POS was relatively stronger. The study also mentioned that only POS had a significant and positive impact on prohibitive voices but not co-workers support. Instead, it highlighted that co-workers support reduced psychological stress on foreign workers but not POS. However, when establishing a social exchange, the exchange partner maintained a long-term relationship with the exchange of socio-emotional benefits, which was governed by the reciprocal norms and open obligations (Gouldner, 1960). As per this theory, workers may shape distinguishable social exchange associations with an organisation and co-workers (Cropanzano & Mitchell, 2005).

In addition to that, Loi et al., (2014) argued that, when there is perceived co-workers support, foreign workers may experience less psychological stress and will give a promotive voice to the hotels. Establishing a close relationship with co-workers is more promising and effective and also reduces the stress of foreign workers. Since employees are from diverse backgrounds, it is highly recommended that social activities and training or mentoring programs must take place to establish mutual trust between employees (Loi et al., 2014). The support of co-workers is interpreted by workers as politics regularly (Ng & Sorensen, 2008; Ng & Feldman, 2012). Foreign workers have a diverse cultural context. Thus, hotel management should be careful in building a collective atmosphere among employees since the coordinated teamwork among co-workers is very attractive in the hotel business (Loi et al., 2014). A study by Ma and Qu (2011) suggested that hotel management should urge their local workers to support foreign workers strongly. The influence of co-worker's support on individual workers becomes more important with

some of the latest organisational practices such as the arrangement of work teams and the transition of work content for collective and complex tasks (Chiaburu & Harrison, 2008).

Past research proposed that workers team up with each other effectively when there is a framework for cooperation among employees (Bamberger & Levi, 2009). This is one way to promise them a closer relationship. However, there is limited research on co-worker's support correlation to employee well-being (Simon, Judge, Halvorsen-Ganepola, 2010; Bergboma & Kinnunen, 2014) and co-workers support towards benefits provided for workers wellbeing (Sloan, 2012). Co-workers support can have a meaningful experience for workers while negative relationships with others can make life unhappy (Chamberlain & Hodson, 2010; Rumens, 2009). The study by AVCI (2017) among hotels employees in Turkey showed that workers who are supported by a co-worker have high quality work-life and also increases their wellbeing. Human resource managers are very much encouraged to build up situations helpful for upgrading co-worker's assessments of each other (Simon et al., 2010). The support of co-workers and supervisors support is the main cause of job satisfaction (Chiaburu & Harrison, 2008; Ng & Sorensen, 2008). The social support of co-workers and supervisors has a positive impact either directly or indirectly towards wellbeing (Bergboma & Kinnunen, 2014). Co-workers affect the working environment and this impact will influence workers' attitudes at work. Sloan's (2012) argument also supports the view that there is a positive outcome of co-worker support on workers wellbeing.

Additionally, the study by Chou (2015) in Taiwan revealed that social support at the workplace (perceived supervisor support and perceived co-worker's support) provided a positive significant relationship with workers well-being. The findings are consistent

with the previous studies (Cohen & Wills, 1985; Heinisch & Jex, 1998; Karademas, 2006). In the context of workers well-being, there are some basic similarities in both, the cognition and experiences of happiness among Taiwanese people and their Western counterparts (Lu, 1999). Perceived support from supervisor and co-worker can create an ideal working environment that, enables employees to create positive attitudes towards their work. In this manner, the establishment of a supportive culture, through the practice and management of human resources is essential for enhancing social support (support of supervisors and co-worker support) in the organisation, as employees depend on their working environment to meet the basic psychological needs (Srivastava, Blakely, Andrews & McKee-Ryan, 2007; Taylor & Brown, 1988). Predictability and stability in one's life create a sense of positive affection and recognition of self-worth (Cohen & Wills, 1985).

2.7 Organisational Justice

The key idea supporting, concepts of organisational justice is, fairness and how individuals are treated (McCain, Tsai & Bellino, 2010). The study of organisational justice has become a very important field of research in human resources management, organisational psychology, organisational behaviour and other related areas of studies (Colquitt et al., 2001; Dulebolun, Conlon, Sarinopoulos, Davison & McNamara, 2009). This statement is also supported by Cojuharenco and Patient (2013) that, organisational justice is one of the main subjects of research in the field of human resource and organisational behaviour.

Greenberg presented the organisational justice concept in 1987 based on equity theory by Adam (1965) to explain the role of individual behaviours and attitudes in response to organisational behaviour. In the dynamics of organisational justice, individuals who are perceived to be fair about the resource are more concerned with resource allocation, decision making and supervisor behaviour in the workplace (Yadav & Rangnekar, 2015). The foundations of organisational justice are rooted in the study of organisational setting applicability and are studied through perceived employees' perceptions of just or unjust behaviour of organisational manager (Cropanzano & Greenberg, 1997). These foundations are at the heart of equity theory, where individual motivation is influenced by perceived justice (e.g. skill level, hard work, enthusiasm and commitment) or output (e.g. benefits, monetary outcomes and recognition) in comparison to their co-workers (Walster, Berscheid & Walster, 1973).

According to Adams's equity theory (1965), unequal distribution of resources causes many problems in society. It is the aftereffect of exchanges and interactions that is occurring among the individuals. Perceptions of unfair incidents occur when someone holds the other party responsible for actions or inaction that cause harm (Genegoda & Folger, 2015). Individuals are happier when they realise that they are valued enough and thus demonstrate more commitment to the organisation. Equity theory gives the basis for the assumption of justice in relative exchange among individuals at the organisational level as well as in social contexts in local settings (Ryan, 2016).

Theoretically, there are two kinds of workplace justice, which are distributive justice and procedural justice (Price, 2001). The previous study of organisational justice focuses on the fairness of the work received by the workers namely distributive justice (Adam,

1965). Several studies about procedural and distributive justice have shown that distribution of rewards may not be an essential part but it is, how they are distributed (Lind & Tyler, 1988, Ishak & Alam, 2009). Thus, for this study two dimension of organisational justice are examined because they form the main structural aspects of organisation justice (Johan, Talib, Joseph & Mooketsag, 2013). Various experimental examinations have been directed to research the predictive roles of distributive justice and procedural justice on organisational outcomes. Details in Table 2.3. showed components with rules of distributive justice and procedural justice.

Table 2.2

Overview of Organisational Justice Components with Rules for Distributive Justice (Leventhal, 1976) and Procedural justice (Cropanzano, Bowen & Gilliland, 2007)

1 Distributive justice: appropriateness of outcomes
a) Equity: rewarding employees based on their contributions.
b) Equality: providing each employee roughly the same compensation.
c) Need: providing a benefit based on one's personal requirements.
2 Procedural Justice: appropriateness of the allocation process
a) Consistency: all employees are treated the same.
b) Lack of bias: no person or group is singled out for discrimination or ill-treatment.
c) Accuracy: decisions are based on accurate information.
d) Representation of all concerned: appropriate stakeholders have input into a decision.
e) Correction: there is an appeal process or other mechanism for fixing mistakes.
f) Ethics: norms of professional conduct are not violated.

2.7.1 Previous Studies on Distributive Justice

Distributive justice is about fair distribution of outcomes. Greenberg (1990a), observed that justice is a necessity for the effective functioning of organisations and the personal satisfaction of the people they employ. Early ideas of distributive justice were identified with a fair distribution of rewards (Colquitt & Shaw, 2005). According to Homans

(1961), the term distributive justice is defined as social behaviour in exchange for goods, materials and non-material, such as prestige or symbol of approval. The exchange of perspective suggested that different individuals or organisations in the social exchange relationship may have an alternate impression of distributive justice, considering their diverse subjective nature (Homans, 1961). Besides, Blau (1964) agreed with Homans's theory and argued that satisfaction with exchange associates are advantages and needs of the parties. When employees feel to be disadvantaged by the rules of distributive justice, they are unhappy and dissatisfied (Homans, 1961).

Distributive justice is well-defined, as they perceive fairness concerning resource allocation and decision outcomes (Adams, 1965; Colquitt et al., 2001). One of the earliest and most significant contributions of distributive justice was the equity theory of Adam 1965 (Almansour & Minai, 2012). Equity theory ruins the very foundation of distributive justice. Referring to Adams (1965), individuals determine justice by comparing their inputs to yield ratios to other reference ratios. The equity theory proposed that a worker who gives more commitment of contributions such as energy, money and time ought to get more reward from the organisation than other people who have contributed little (Adam 1965; Karriker & Williams, 2009).

The earliest researchers on distributive justice recommend that people in the organisation see the results of resource allocation only when they are positive to those who decide (Poole, 2007). While workers contribute their opportunity and exertion for the organisation, employers remunerate them through proper rewards and recognition. In this specific circumstance, worker's sentiment about equity or inequity depends on their social comparison with a referent individual or group. The perceived input yield

proportion of what workers get for their commitment vis-a'-vis referent people or teams chooses equity or inequity (Folger, Cropanzano & Goldman, 2005). In this way, distributive justice does not allude to the quantity of punishment and rewards apportioned by the organisation, but rather to the fairness of punishment and rewards shared among workers in an organisation (Mitchell, Gagne, Beaudry & Linda, 2012).

Several studies have identified that distributive justice is frequently considered to be a closer correlation to economic exchanges than social exchanges (Ambrose & Schminke, 2003; Cropanzano, Rupp, Mohler & Schminke, 2001). It challenged the idea of treating social exchanges and economic exchanges as opposed to the same scale and vice versa, as complementary. Distributive justice focuses on judgments of equity about the rewards. Cropanzano et al., (2007) argues that this dimension of justice is associated with the sharing of resources within the organisation. In this case, there is a feeling of justice response in terms of advantage and contribution outcomes are more important to individuals than the processes that drive them. It is due to its focus on results, distributive justice has been projected to be associated with behavioural and cognitive reactions to the particular work outcome (Cohen-Charash & Spector, 2001). Besides, the importance of distributive justice in the attitude and behavioural forecasts at the workplace (Moorman, 1991; Skarlicki & Folger, 1997) also has been mentioned earlier by numerous researchers.

Researchers have tested a distributive justice impact on several outcomes (Colquitt et al., 2001; Khan, Abbas, Gul & Raja, 2015). Although distributive justice does not exist, the workers perceive his absence and it creates a negative influence (Li & Zhou, 2013). In the end, workers feel that they are not rewarded according to their efforts (Briody, Pester

& Trotter, 2012; Sabatier, 2014). Organisations should be able to ensure that they create and promote the concept of equity in their employees (Gupta, 2011). This will indirectly help to develop and nurture the concept of performance and performance-based management (McHale, 2012). When employees feel that the organisation is fair, it will ensure profit to employees according to their efforts. It creates competitiveness and positive ownership (Gupta & Kumar, 2012; Vijayakumar & Padma, 2014).

Organisational justice is the predictor of organisational success. Since the organisation is set up to achieve the goal, it requires a satisfied, committed and loyal employee in achieving the goal of success. If the workers notice unfair behaviour with them, then it will impact on their performance and loyalty (Mehrabi, Moshref, Charmian, Zadeh & Tanhaei, 2012). A study conducted by Krishnan, Loon, Ahmad and Yunus (2018), in the context of Malaysia's manufacturing industry, revealed that distributive justice is significant and have a positive relationship with job performance. Meanwhile, procedural justice and interaction justice have not been significant in terms of job performance. The study by Krishnan et al., (2018), reinforces the role of organisational justice, consistent with theorising in equity theory by Adam (1965) and social exchange theory by Blau (1964). If the employers give their focus and attention in providing a conducive work environment, it will indirectly increase their employee's perceived distributive justice. It will also ultimately improve their employee's work performance. According to Krishnan et al., (2018), distributive justice is a significant contributor to worker's job performance. The management can review and improve their compensation policy so that any rewards and compensations can be fairly distributed to workers. A better salary scheme and grade can also be considered by management to increase the job performance of the workers, and it will eventually increase organisational productivity. Additionally, another scholar

also supports that distributive justice has a positive and significant correlation towards job performance (Adams, 1965; Kalay & Turkey, 2016).

At the point when worker perceives fair treatment in the organisation, they feel more committed towards their job. Justice holds workers together while injustice, can drive them and make them feel less motivated towards their work commitment. Committed workers demonstrate high-performance levels due to the high rate of motivation. The study by Rathore and Sen (2017), in the information technology sector, supported the argument, that distributive justice contributed to higher organisational commitment compared to procedural justice and interactional justice. If individuals felt that their work assignments and rewards were reasonable or fair, they would demonstrate greater commitment to their work. According to the equity theory by Adam (1965) workers ought to get outputs (e.g. pay and promotions) that are consistent with the inputs, given by the workers. If workers are hardworking and receive expanded pay and rewards in return for their effort, the commitment levels will increase.

An examination by Bustamam, Teng and Abdullah (2014) proposed that an individual satisfied with the rewards, showed a high level of commitment continuously, and as a result, enhanced the organisation performance. Another investigation recommends that rewards could enhance the organisation's efficiency. A successful reward system encourages worker's commitment (Nazir, Shafi, Qun, Nazir & Tran, 2016). The investigation by Ambad, Rimin and Harbi (2017) among women working in government and private sectors in Malaysia, show that women are committed to their organisation and attract reward. The better the organisation rewards system concerning salary, bonus, promotion and other inspiring elements, the commitment will be higher. Hence, each

organisation needs to ensure that they attach a non-discriminatory rewards system to all workers, regardless of gender.

The study of Irun, Javed and Mughal (2017) recommend that distributive justice positively and strongly affects organisational citizenship behaviour and not procedural justice. The study among bank employees in Pakistan reveals that people are more concerned with the outcomes compared to procedures. The findings of Irun et al., (2017) are reliable with the theory of economics, where workers give more attention with the provision of rewards than procedure exchanges (Homans, 1961; Blau, 1964; Adam, 1965). The comparative importance of distributive justice over procedural justice is in line with the literature, proposing that the economic factors which may render justice, is more important for employees (Quratulain, Khan & Peretti, 2012). Justice is considered as a device for achieving the desired goals for self-interest (Gergen, 1969; Lind & Tyler, 1988; Konovsky & Freeman, 2000). Therefore, the study reveals that Pakistani workers are implementing organisational citizenship behaviour to obtain rewards from their superiors. Workers are truly concerned about the outcomes that received without thinking of the result allocation procedure. Moreover, earlier studies also supported that there is a correlation between distributive justice and organisational citizenship behaviour, but not with procedural justice (Awang & Ahmed, 2015). Besides, other studies have also shown an equal and significant relationship between several dimensions of organisational justice. The study of Nandan and Azim (2017), stated that there is a positive and significant relationship among three dimensions of organisational justice (distributive justice, procedural justice and interactional justice) towards organisational citizenship behaviour and psychological capital among employees in multimedia organisations in Malaysia.

Gupta and Singh (2013), showed that all dimensions of organisational justice positively correlated with organisational citizenship behaviour in the collectivist Indian society. The study of Hassan, Azim and Abbas (2017) also revealed that distributive justice and interactional justice predicted interpersonal organisational citizenship behaviour. Employees value justice towards supervisors who distribute rewards and interact with them on behalf of the organisation. The attracting attention to the findings under certain circumstances of distributive justice can be more or equally important as procedural justice. The finding shows that employees receive reward distributions as a guideline of equitable procedures (Hassan et al., 2017). The difference in Western cultures reveals that distributive justice does not affect organisational citizenship behaviour (Moorman, 1991). Individuals in those cultural and organisational settings, value fair procedures and communications, more than any reward. For example, Americans believed that the fair procedures would lead to a fair distribution of outcomes although the outcomes are low (McFarlin & Sweeney, 2001).

2.7.2 Previous Studies on Procedural Justice

One of the topics of increased interest in the field of psychology and management is procedural justice (Colquitt, Scott, Rodell, Long, Zapata, Conlon & Wesson, 2013). Procedural justice alludes to the employees' perceptions of procedures and policies administered by the organisation (Konovsky & Freeman, 2000; Loi, Lam & Chan, 2012). Procedural justice is a factor associated with justice that motivates the behaviour of workers to improve job performance (Cohen-Charash & Spector, 2001; Wu & Chaturvedi, 2009). Procedural justice refers to the workers' perception whether they are treated fairly by organisations or forces acting as ruling parties (Cohen-Charash &

Spector, 2001; Cropanzano, Li & Benson, 2011; Konovsky & Freeman, 2000). Thus, justice perceptions are not dependent on what is happening but especially about the processes used to achieve these results (Thibaut & Walker, 1975; Leventhal, 1980). They have focused on mechanisms, methods and processes which is used to achieve this result (Folger & Cropanzano, 2001). In other words, it can be defined through procedural justice. Usmani and Jamal (2013) link the advantages of fair treatment in procedures, policies, interactions and distribution systems of companies with positive behaviour and productivity.

Procedural justice commonly includes the implementation of transparent and legitimate decision-making rules and the opportunity for workers to engage in the decision-making process (De Cremer & Sedikides, 2008). Procedural justice is a factor that affects the behaviour of cooperative workers (Konovsky & Freeman, 2000; Tyler & Blader, 2000). It has a relationship between employee and organisation, like organisational identification (Blader & Tyler, 2009; Tyler & Blader, 2000). As indicated by Leventhal (1980), procedural justice alludes to the individual's perceptions of fairness of procedural components within a social framework that manages the assignment of resources. Within the organisational setting, procedural justice is considered as the foundation of social exchange. It impacts workers view of the quality of their association with the organisation (Masterson, Lewis, Goldman & Taylor, 2000).

Sweeney and McFarlin (1993) propose that procedural justice impacts organisational involvement more than distributive justice does. This type of justice appears to have a noteworthy positive association with organisational involvement (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). As per Sweeney and McFarlin (1993), the worker's

perception of the fairness of procedures makes responsibility for him or her to perform regardless of whether the present reward appears to be fair or unfair. An investigation led by Lam et al., (2002) mentioned that procedural justice positively influences workers' job performance.

The study by Luo, Marnburg and Law (2017), among employees who worked at hotels in China, revealed that procedural justice is a good predictor of employee collective identity and organisational commitment. Besides that, collective identity partially mediated the effects of procedural justice on employee commitment. The managers ought to develop procedures that guarantee the rights and rewards of workers in a situation where the hospitality industry provides the lowest average salary among all industries in China (Luo et al., 2017). The general manager of the hotel business should offer a reasonable strategy for creating workers' collective identity and their commitment to the organisation, which can enhance the performance and reduce the turnover intention (Luo, Marnburg, Øgaard & Larsen, 2013).

Moreover, the study by Luo et al., (2017) stated that procedural justice will have a greater impact on subordinate's behaviours and attitudes when compared to the distributive justice and interactional justice. Organisational commitment is largely driven by perceptions of justice and previous studies presented that, procedural justice tends to relate to organisational commitment (Colquitt et al., 2001; Lambert, 2003). It is viewed procedural justice as a strong predictor of organisational commitment when compared to distributive justice and interactional justice (Tyler, 1990; Masterson, Lewis, Goldman & Taylor, 2000; Colquitt et al., 2001; Luo, et al., 2013). Also, collective identity can interact with procedural justice to predict the outcome of affective organisational commitment

(Johnson, Selenta & Lord, 2006). When identities are defined at the group or organisation level the procedural aspects of procedural justice, organisational identity and team-based or collective leadership will have a greater impact on the attitude and behaviour of the group members (Lord & Brown, 2004).

Given social exchange theory, the research by Jiang, Gollan and Brooks (2015) explored that, in the process of employee-organisation and organisation justice, workers organisational trust and affective organisational commitment will be affected. Besides that, China and South Korea argued that distributive and procedural justice were significantly correlated to affective organisational commitment and organisational trust which is fully mediated to the procedural justice and affective organisational commitment (Jiang et al., 2015). Regardless of cultural background, it seems that workers who perceive higher levels of procedural justice are more likely to trust in, and commit to their organisation. Moreover, it was found that procedural justice is more important in building workers' organisational trust than distributive justice (Jiang et al., 2015). The result is similar to an earlier study conducted in the US (DeConinck, 2010) and India (Aryee, Budhwar & Chen, 2002). According to Cohen-Charash and Spector (2001), procedural justice is a general method to run an organisation. Because of the role of procedural justice in an organisation, workers without cultural background tend to unconsciously focus more on their organisational procedures. In this way, employees may respect an organisation that applies its standards decently as being trustworthy.

Apart from that, a few researchers have not been able to differentiate the impacts of distributive and procedural justice on organisational commitment, particularly on affective commitment. Other empirical outcomes have mixed results as, some of the

explorations have upheld procedural justice as the stronger indicator of affective commitment (Harvey & Haines, 2005). While other research has demonstrated that distributive justice is the more grounded indicator of affective commitment (Schappe, 1998; Farmer, Beehr & Love, 2003; Turgut, Tokmak & Gucl, 2012). Employees tend to trust their organisation and reciprocate by showing positive behaviour and attitude in their work (He, Zhu & Zheng, 2014; Biswas, Varma, & Ramaswami, 2013). When employees trust that their employer will care for them and give fair justice, it will encourage the employees to give their commitment towards performing their occupations effectively. It may indirectly expand and make them engaged with work.

The study by Andela and Truchot (2017) reveals that procedural justice was only associated with burnout in teachers in Germany, and distributive justice was negatively correlated to burnout in Germany and French teachers. Yet, the response to justice is not same across the cultures and individual differences within cultures also occur (Brockner, Ackerman, Greenberg, Gelfand, Francesco, Chen & Shapiro, 2001; Elamin, 2012; Farh, Earley & Lin, 1997; Farh, Zhong & Organ, 2004). The French education system is based on a centralised organisation and gives importance to equity in the distribution and the German educational system is based on a federal organisation and give importance to negotiation and participating in procedures (Andela & Truchot, 2017). Therefore, teachers working in such organisations should be very sensitive to procedural justice. As indicated by Van den Bos, Lind, Vermunt and Wilke (1997), even in circumstances where individuals have information about the outcomes regardless of whether they utilise procedural information or not. Procedural information dependably weighs more vigorously and is easier to decipher than outcome information (Van den Bos et al., 1997). In conclusion, information on procedural justice emerged and become more important

than information on distributive justice in improving the perception of justice in the work environment.

On the other hand, many studies show the same impression on distributive and procedural justice (Moliner, Martínez-Tur, Peiró, Ramos, Cropanzano, 2005; Riolli & Savicki, 2006; Rousseau, Salek, Aubé & Morin, 2009; Tepper, 2001). The earlier study by Safari, TamiziFar and Jannati (2012) among the administrative staff working in the University of Isfahan in Iran, supported that distributive justice, procedural justice and interactional justice were negatively and significantly related to job burnout. Apart from that, some of the results show a higher relationship between procedural injustice and burnout, than distributive injustice and burnout (Brotheridge, 2003; Judge & Colquitt, 2004; Lambert, Hogan, Jiang, Elechi, Benjamin, Morris & Dupuy, 2010). Moreover, other outcomes do not find a significant correlation between burnout and procedural injustice (Cropanzano & Mitchell, 2005). They are establishing a higher relationship between distributive justice and burnout than procedural justice and burnout (Janssen, 2004).

The study among teachers who are working at high and secondary school in Turkey exposed that, all the dimensions of organisational justice, such as distributive justice, procedural justice and interactional justice are positively significant with organisational identification, but the procedural justice was found to be the most significant (Terzi, Dulker, Altin, Çelik, Dalkiran, Yulcu, Tekin & Deniz, 2017). The secondary school teachers associate with justice within their organisation more than high school teachers. Teachers' perceptions of organisational justice differ significantly relative to their workplace and seniority. Procedural justice demonstrated a considerably more positive significant association with organisational identification and organisational commitment

when contrasted with distributive justice (Folger & Konovsky, 1989). This statement is also supported by Ahmed (2014), that psychological ownership and organisational identification were found fully mediated with procedural justice and affective commitment. Procedural justice is one of the aspects of discretionary and positive treatment by the organisation (Loi et al., 2006). Therefore, it should have the same impact as POS in fostering at the development of organisational identification among the workers.

The past studies have emphasised, the imperative role that organisational justice can involve in creating organisational identification among people (Olkkonen & Lipponen, 2006). According to Tyler and Blader (2000), justice discernments help workers in framing identification with their organisation. At the point when workers have a fair justice perception, it would result in credibility and respect for the organisation which will urge employees to recognise themselves as a component of that specific organisation (Lind & Tyler, 1988). Distributive justice and procedural justice are an important predictor of organisational identification (Tyler, Degoey & Smith, 1996; Tyler & Blader, 2000).

2.8 Previous Studies on Perceived Organisational Support as Mediating Variable

The study carried out by Ahmad and Zafar (2018), on four and five-star hotel workers in Pakistan revealed that psychological contract fulfilment had a positive influence on POS and organisational citizenship behaviour. This was confirmed that, the partial mediating role of POS between psychological contract fulfilment. The discoveries of Ahmad and Zafar (2018) on the investigation following the contention that, the reciprocal casualty

related to social exchange theory forces workers to react (Conway & Coyle-Shapiro, 2012). The model likewise offers an extra remarkable contribution to support organisational support theory in clarifying the psychological contracts (Ahmad & Zafar, 2018). Past investigations additionally contend that employers offer socio-emotional and instrumental benefits to employees in exchange for good performance and commitment (Levinson, 1965). The earlier studies also suggest that POS is a consequence of psychological contract fulfilment (Chaudhry & Tekleab, 2013; Coyle-Shapiro & Kessler, 2002).

Consequently, managers must not misjudge the positive aspects of POS and psychological contract fulfilment especially the managers in the hotel sector. Studies propose that, when workers see their managers as supportive, they perceive it as organisational support (Guchait, Cho & Meurs, 2015). Nevertheless, the fluctuating demands and turbulent economic condition in the hotel industry make managers depend on POS. It will also indirectly support and improve workers' behaviour and positive attitudes such as organisational citizenship behaviour and psychological contract fulfilment (Ahmad & Zafar, 2018). However, earlier studies by Cheung (2013) supported POS as a mediator between informational justice and organisational citizenship behaviour.

Apart from that, the study by Wen, Li and Hou (2016) among workers of five-star hotels in Guangzhou revealed the connection between customer mistreatment behaviour and workers organisational citizenship behaviour. The study revealed that customer mistreatment behaviour has a negative effect on workers organisational citizenship behaviour and mediated with POS. As a result of which, hotels are advised to provide

organisational support and management of customer mistreatment behaviour to their customer so that it reflects in their employees' self-esteem, production proficiency and service innovation. Besides, it also maintains and promotes operational proficiency for service organisations and proves that the organisation gives more attention to meet the social, emotional and psychological requirements of its workers (Wen et al., 2016). According to Wen et al., (2016), the outcomes are in line with the principle of social exchange theory where workers who are given high levels of support as per the attribution and evaluation of customer mistreatment behaviours, produce individual behaviour equal to that of organisational citizenship behaviour. When workers perceive a high feeling of organisational support from the supervisor, they will make more efforts to promote the organisational objective (Eisenberger et al., 2002; Ling, Yang & Fang, 2006). Furthermore, Eisenberger et al., (2002) discovered that POS conveys mediating impact on the connection between supervisor support and worker's demission. There is a psychological process once worker's POS influence, organisational citizenship behaviour (Miao, Sun & Liu, 2012; Yuan, Chen & Xiao, 2007). While encountering customer mistreatment behaviour, POS makes a difference. Particularly, the higher the POS, the weaker the impacts of customer mistreatment behaviour towards organisational citizenship behaviour.

Researchers have claimed that POS and antecedent of POS is an important element that could increase job satisfaction (Liu & Ramsey, 2008; Judge, Bono & Locke, 2000). Prior studies give attention to examples from western countries such as Greece (Judge, Thoresen, Bono & Patton, 2001) and Australia (Bonito, 2002). There is a significant difference in cultures between Malaysia and western countries (Fischer, 2004). Unlike western countries, Malaysian culture is more respectful of elders and hierarchy,

collectivistic, relationship-oriented and cooperative (Fischer & Schwartz, 2011). This cultural foundation is argued to have a significant influence on the work culture and organisational practice (Gerhart, 1987; Goldschmidt & Page, 1996) and employee attributes, such as motivation to be satisfied with their work.

The study carried by Mohamed and Ali (2016), in Malaysian private telecommunication companies, had proved that POS partially mediates between antecedents of POS (organisational rewards and job condition) with job satisfaction. Reliable, with the rule of reciprocity norm, connected to the work setting in exchange for the satisfaction of promises and commitments by their employer through POS. Workers are more satisfied and less inclined to quit and more eager to try additional endeavours that go beyond job duties. According to Allen et al., (2003), the organisation rewards employees for their support, thereby contributing significantly to the POS of the person being rewarded. This statement is also supported by Fasolo (1995), being rewarded fairly would appear to signal that an organisation cares about the well-being of the worker and happily put resources to them.

The findings of Mohamed and Ali (2016), demonstrates that when the workers get a high degree of good job conditions it reflects in autonomy and job security. It will indirectly increase their job satisfaction and prolong their perception of their organisation. Organisations would need to maintain and keep up job conditions to accomplish a beneficial outcome on POS. Conferring to organisational support theory, favourable job conditions serve to communicate a positive valuation on workers' contributions and thus to POS (Greenberg, McCarty, 1990). Similarly, to the association between POS and job satisfaction, workers have a good perception of their employers and see their employers

as generally caring about their well-being. This kind of attitude will positively affect job satisfaction.

The study of Biswakarma (2017), revealed that POS partially mediates between perceived job performance and customer satisfaction. In this manner, perceived job performance can strongly relate to customer satisfaction with the mediation of POS. It implies that hospitality industry in Nepal should pledge inventiveness in the direction of creating an organisational worker supportive environment, which as a requirement to expand the impact of job performance towards accomplishing a definitive objective of consumer satisfaction. Yet, it proved that the consequences of customer satisfaction also linked to POS, with weak to moderate correlation to customer satisfaction. It was supported by earlier researchers (Hassan, Hassan & Shoaib, 2014). However, it was found that no direct impact of POS on customer satisfaction. The lack of direct impact from POS to customer satisfaction does not reduce the value of the former. Customer satisfaction can be accomplished at a larger degree with perceived job performance by enhancing POS. It reinforced the discoveries of Guan, Sun, Hou, Zhao, Luan and Fan (2014) which indicated that POS impacted job performance indirectly.

Besides that, Hassan, et al., (2014) argue about the connection between POS and customer satisfaction. Employee work efforts are shown through their sense of endorsement given by their organisation which improves their job performance (Duke, Goodman, Treadway & Breland, 2009). Moreover, Karatepe (2011) recommended that POS impacted service recovery performance and job performance. Similarly, POS was found positively linked to, an evaluative and objective measure of performance, in standard job activities (Armeli, et al., 1998; Eisenberger et al., 1986). In different

examinations by Settoon et al., (1996) and Wayne et al., (1997), it was discovered that there is no connection between POS and work performance. Finally, this will lead the organisation towards achieving its goals.

2.9 Underpinning Theory

In this section, the appropriate theory has been discussed regarding the variables of the study. This study introduces the Social Exchange Theory (SET).

2.9.1 Social Exchange Theory

Social exchange theory (SET) is one of a theory that can be used to explain the relationship between employee and employer. SET was initially introduced by Homan in 1961, who defined social exchange as ‘tangible or intangible, the exchange of activity and rewarding more or less at least two people’. Hence this theory postulate that all human being relationship is based on social and economic exchanges. Then, Blau (1964) defines social exchange relationships by connecting undisclosed obligations where, there are the favours that, generate, diffuse, future obligations, inaccuracies, and the nature of returns are not negotiable but should be left to the discretion of the person who makes it. The exchanging resources can be impersonal (e.g. financial) or socio-emotional (e.g. respect, care and loyalty) (Aselage & Eisenberger, 2003). It is only the last source, however, tends to induce feelings of personal responsibility, gratitude, and trust (Blau, 1964).

The social exchange relationship rests in the reciprocity norm (Gouldner, 1960). The exchange begins with one party benefiting others. If recipients reply, and thus a series of beneficial exchanges, mutually shared feelings between the parties are created (Coyle-Shapiro & Shore, 2007). The broad reciprocity response reflects the sense of duty to repay favourable treatment. Eisenberger et al., (1986) argued that the sense of responsibility of workers was defined as ‘prescriptive beliefs about whether one should care about the well-being of the organisation and must help the company to achieve its goals’. There are two commonly recognised types of exchange correlation (economic and social) (Blau, 1964; Cropanzano and Mitchell, 2005). Details as shown in Table 2.3.

Table 2.3

Difference between Economic and Social Exchange Theory

Economic Exchange	Social Exchange
Economic exchanges are like contractual obligations in which the exchange parties agree on what benefits will be exchanged.	Social exchange refers to relationship exchanges in which the specific benefits to be exchanged are not specifically articulated.
Economic exchange leads the exchange partners to assume that their contributions will be rewarded or returned in the future; however, the details of what will be exchanged are not contractually	Social exchange leads the exchange partners to assume that their contributions will be rewarded or returned in the future; however, the details of what will be exchanged are not contractually specified.
Economic exchanges involve specified transactions.	Social exchange “is not based on a quid pro quo or calculative basis”. Social exchanges are based on one individual believing that the other will return the favour and fulfil their exchange obligations in the future.

POS draws based on SET developed by Blau (1964) to clarify the worker and organisation relationship. Those workers who encounter a negative response, build up a lower level of POS and who encounter positive response with the organisation, build up an abnormal state of POS (Cropanzono & Mitchell, 2005; Eisenberger et al., 1990;

Eisenberger et al., 1997). A few researchers explain SET forward to help clarify how and why POS is produced and kept up by employees (Coyle-Shapiro & Conway, 2005). As indicated by SET, people frame organisations, expand their additions with the understanding that they might be required to trade some of their merchandise, management and time to achieve that most extreme (Aselage & Eisenberger, 2003).

According to Chao-Chan and Na-Ting (2014), POS is a noteworthy social exchange, in the context of organisational perception and deals with the global beliefs that workers hold on their commitment and concern for their well-being. The view of the SET incorporates POS and attracts an impressive research enthusiasm for organisational behaviour (Chao-Chan & Na-Ting, 2014). The theory of social exchange suggests that organisational efforts to assist in the conflicts of workers will be contributed by employees in a way they feel that, they have restored the good (Sharma & Nambudiri, 2015). The workers with the large level of POS trust that, the organisation esteems their commitments and cares about them strongly and put in greater efforts that will gain better rewards if contrasted with low POS of workers (Chao-Chan & Na-Ting, 2014).

As specified by the theory of social exchange, studies have been carried out in the electrical and electronic manufacturing sector in Penang, when a person does a favour to somebody, he or she expects that the support will be returned later (Ibrahim, Isab & Shahbudin, 2016). Likely, workers show positive behaviours and contribute to their organisations with the desire that their favours will be compensated. This shows that, if organisations satisfy workers' needs, esteem their commitments and focus on their interests then workers will encounter job satisfaction, which will profit the organisations and increase POS. The SET incorporates the external advantages, psychological needs,

guidance and information sharing between the two parties (either the employer or employee). As indicated by this theory, creating and keeping up connections among people depend on finance and utility. People need to keep up the advantages and monetary considerations they perceive in the mutual relationship (Park, Newman, Zhang, Wu & Hooke, 2016). Besides, there is a strong relationship between POS and how employees negotiate their relationship with the organisation (Eisenberger et al., 2001).

Referring to the social exchange theory, which explains that individuals tend to return what they receive, the positive conditions offered by the company will lead to positive returns as well. The workers will be loyal, work harder, be more diligent and productive, and will reduce the intention to quit the organisation. Individuals who are supportive, attentive and meet their demands, will respond by giving back to staying longer in the organisation (Daskin, Arasli & Kasim, 2015; Ang, Bartram, McNeil, Leggat & Stanton, 2013). Another positive effect is, the positive attitude and behaviours imply, the achievement of the company's performance targets. However, if employees do not feel supported by the organisation, as the concept of social exchange is expressed, they will slowly consider leaving (Park, et al., 2016; Oliveira, Cavazotte, Dunzer, 2017; Arshadi, 2011). The happier workers are expected to be more dedicated and therefore, less likely to quit.

Ideally, employees are morally responsible to reciprocate those benefits. For instance, a well-managed employee is more likely to be committed and loyal to the organisation and their intention to quit the organisation will be lesser. This perspective has been pervasive in organisational studies and it is often employed to explain employees' attitude and characters toward their workplaces (Settoon, et al., 1996; Wayne, Shore, Bommer &

Tetrick, 2002). Biron and Boon (2013) adopted the social exchange's theoretical perspective to investigate factors that are responsible for employees' turnover intention. Their study revealed the negative impact of self-rated performance and manager-rated performance on turnover intention found to have an impact on the organisation. Paillé, Grima and Dufour (2015) received SET to concentrate on the subject of turnover intention. Their review uncovered an experimental justification on the effect of satisfaction, trust, POS and commitment impact on turnover intention and citizenship behaviour was found to affect the company. The correlation between POS with turnover intention in hotel employees was explained by SET (Akgunduz et al., 2018). According to this theory, when hotel workers realise that they are valued and supported by their organisation, they will demonstrate their desired behaviour and will continue to work in the organisation while improving their performance (Gok, Akgunduz & Alkan, 2017). To provide competent workers to remain in the workplace, it will be useful to ensure that the contribution made by the workers are essential to the organisations. Besides, the management should be concerned about the workers, although the performance of workers in the organisation is decreasing, managers should support the workers for their well-being and should enable them to continue working.

Organisations offer several avenues for social exchange connections, including supervisors and co-workers (Aryee et al., 2002). High-quality social exchange association with supervisors and co-workers are instrumental in providing workers with social support within organisations. In this way, associations with supervisors and co-workers ought to be advantageous to workers' general perceptions that the organisation cares about them. People feel content when they see that they are being supported by others in every stage of their lives (Giray & Şahin, 2012). Similarly, as indicated by the

SET, workers' recognise that they are supported by their supervisor or co-workers and may lead them to show positive practices within the organisation. This strong links with the supervisor and co-workers show that the employees relations to organisation and individual are very strong. The SET expects that support diffused in future commitments as opposed to characterised ones and the idea of the arrival can't be haggled about, however, should be left to the watchfulness of the person who makes it (Blau, 1964). Such social relations add to the job satisfaction, productivity and welfare of workers (Hodson, 1997), which can help to reduce workers' stress and improve organisational performance (Babin & Boles, 1996). Employees who built excellent connections and trusting with their supervisor and co-workers showed that they are embedded within the organisation. Essentially, co-workers decrease workers turnover intention or disengagement behaviours practices (Karatepe, 2012). Support from co-workers affects individual and group performances and is driven by reciprocal norms (Alder et al., 2012).

This theory argues that the employee's commitment to the supervisor is an exchange relationship in which the employee expects to receive rewards and benefits, both authoritative and indeterminate, in return for the effort and commitment given to the supervisor (Kottke & Sharafinski, 1988). According to the perspective of SET, when workers receive support from their supervisors, they also respond by conducting beneficial behaviours for supervisor (Afzal et al., 2019). When the supervisor is strongly associated with organisations, workers can interpret support from the supervisor as much as support from organisations (Eisenberger et al., 2014). Consistently, organisational support provided by supervisors reduces turnover intention and its impact is strengthened by affective commitment (Fazio, Gong, Sims & Yurova, 2017). Also, the study by Arici (2018) demonstrates that employee's turnover intention can be diminished by expanding

their perceived supervisor support. Therefore, hospitality facilities should encourage managers to be more efficient in promoting themselves as a core source of support in business, thus increasing organisational support and reducing turnover intention.

Many studies have employed the perspectives of SET in understanding and studying organisations' desired work attitudes and the impact of organisational behaviours (Wayne et al., 1997). This is because the social exchange theory posited the possibility of employees acquiring valuable resources including pay and fringe benefits. Workers usually compare their contribution to the company with their rewards from the company and also evaluate if the decision-making is fair in the organisation and is consistent and impartial against any other worker (Belete, 2018). The SET can be assessed by how fairly the organisation treats its workers (Blau, 1964). According to SET, once workers being treated with no bias, they likely to tend to be more satisfied and willing to stay in the organisation and subsequently repay the organisation with a positive response like a high degree of job satisfaction, organisational commitment and likely to remain in the organisation (Ahmad, 2018).

SET provides the construct to develop the association between organisational justice and employee turnover intention (Karatepe & Shahriari, 2014). The results demonstrated that distributive, procedural and interactional justice has negative effect on turnover intention. Procedural justice is important to an organisational resource in the aspect of social exchange (Masterson, Lewis, Goldman & Taylor, 2010). It influences the workers' judgment of the quality of exchange-correlation with their organisation (Masterson, et al., 2010). Additionally, procedural justice that gives workers a voice in the decision-making process will be a part of the positive treatment, that implies the organisation's

concern and cares over their workers (Fasolo, 1995). As indicated by the group value model, procedural justice communicates to the workers that they are esteemed by the organisation (Tyler, 1990). Due to the impact of POS, workers who perceive a higher level of procedural justice in the work environment are probably going to reimburse the organisation with great behaviours and work attitudes. Considerable proof has demonstrated a positive outcome of procedural justice on organisational commitment, job satisfaction and a negative relationship on turnover intention.

Nonetheless, the growing fame of procedural justice seems to be downplaying the significance of distributive justice in the exchange between the employee and the organisation. Compared to the social exchange, Ambros and Schminke (2003) stated that distributive justice shall be very similar to economic exchange, in which the cause of the aim is to pay more attention to the promising construct, which resulted in downplaying distributive justice (Cropanzano, Rupp, Mohler & Schminke, 2001). These authors challenge the perception, that economic exchange and social exchange, are at two extreme opposing ends of the scale and suggested researchers to retake another closer look at the significance of distributive justice in the framework of social exchange. It is often the case, that the exchange relationship between stakeholders transcends past economic exchange into a social exchange. Therefore, studies in this domain contend that the exchange between the employees and their employers transcend tangible benefits like as cash, and social-emotional benefits such respect, trust, credits, gratitude, approval and support (Eisenberger et al., 2001).

In addition to the review of Hussain and Khan (2019), it leads to an understanding of the antecedent of turnover intention involving equity and SET within an organisation. The

findings suggest that if organisations consider addressing distributive justice and procedures justice and also attempt to improve information sharing standards with subordinates, there will be a significant decrease in employee turnover intention. Concerning organisational exchange, SET has shown that there is an interplay of relations in workers' organisational relations and procedural justice and distributive justice influences organisational commitment and the quality of exchange relations (Masterson et al., 2000).

Furthermore, this theory provides information, about the workers' exchange and expected outcomes in return for fair treatment, support or care (Paillé, 2013). When we consider the relationship between organisational justice and turnover intention. It found that turnover intention had the opposite and significant relationship with organisational justice and led to better justice by organisational managers, lower intention to leave employees and more effectiveness, efficiency and better employee performance (Aghaei, Moshiri & Shahrbanian, 2012; Sokhanvar, Hasanpoor, Hajihashemi & Kakemam, 2016; Ozturk, Eryesil & Beduk, 2016).

2.10 Identification of Research Gap

In the empirical literature review, there are many factors influencing employee turnover intention. As these studies still have a gap on whether approaches to the problem of employees, including retention strategies implemented by various organisations, are useful and satisfactory to allow the organisation to retain its employees. While the literature is full of related issues and factors that affect employee turnover intention in organisations, multiple studies have established various structures and variables.

The study by Afzal et al., (2019) disclosed that the impact on perceived supervisor support on turnover intention through the mediation of self-efficacy was negatively significant. However, the direct effect of perceived supervisor support on employee turnover intention is insignificant, which demonstrated that when perceived supervisor support increase it does not directly impact turnover intention (Afzal et al., 2019). The study of Kim (2014) reported that perceived supervisor support, show a significant relationship with the turnover intention for neophyte's worker's, but not for neophytes. However, co-worker support did not show any significant relationship to turnover intention in either group. The inconsistent result of research of co-worker support and turnover intention offer an opportunity for additional research. Moreover, there is also a need for large sample sizes and as previous research mainly relied on small sample sizes, which may have impacted the results (Chiaburu & Harrison, 2008; Feeley, Moon, Kozey & Slowe, 2010; Tews et al., 2013).

Numerous studies have demonstrated the negative impact of organisational justice (distributive, procedural and interactional) on employee turnover intention (Karatepe & Shahriari, 2014; Sayed, Mohammad, Hossein, Yashar & Hamid, 2012; Fatt, Khin, & Heng, 2010; Ponnu & Chuah, 2010). In contrast, a study on academicians in Malaysia revealed the effects of organisational citizenship behaviour and organisational justice on turnover intention. The results also showed that organisational justice does not have any relationship with turnover intention (Saraih, Aris, Sakdan, & Ahmad, 2017). These findings are inconsistent with previous research, which suggests that there are mixed results in the relationship between organisational justice and employee turnover intention. According to Saoula, Fareed, Ismail, Husin and Hamid (2019), to fill in the literature and practical gaps, further empirical studies of the direct and indirect effects of

organisational justice on turnover intention are required especially in the Malaysian context.

Studies in organisational behaviour and human resource management have impressive consideration on the idea of organisational justice because of its association with several work-related results, including commitment, job performance, job satisfaction, organisational citizenship behaviour, perceived organisational support and turnover intention (Cohen-Charash & Spector, 2001). The study of Dinc (2015) showed that POS is a mediator of the relationship between effort-reward fairness, affective commitment and intention to leave. There are various studies aimed at determining the relationship between the variables of the subject of study and the procedural justice in the literature. According to Dinc (2015), perceived sub-dimensional justice, can be included in future research. Dinc (2015) suggested that, in the future, the study should consider another dimension of organisational justice and should include distributive justice, information justice and interpersonal justice rather than procedural justice. Another study by Saoula et al., (2019) proposed that in the future study should also consider mediators of POS to provide new insights to contribute to the body of knowledge in turnover intention literature.

The study of Nor et al., (2015) were to identify variables (job characteristics has significant correlation with turnover intention). The findings have provided perceptiveness to some prediction factors that have significant effects in explaining operator's turnover intention in Malaysian manufacturing context. In general, the study has provided some information to understand the issue of turnover intention among manufacturing operators. Practically, the findings may contribute in assisting

management people and companies' leaders in formulating more efficient strategies to minimize turnover number among operators for the benefit and survival of the unions.

Therefore, this present study seeks, to fill the gap in previous studies on antecedents and consequences of POS (Kurtessis et al., 2015; Ahmed et al., 2015; Ahmed and Nawas 2015), and found it necessary to study the effect of the antecedent of POS (perceived supervisor support, perceived co-worker support, distributive justice and procedural justice) on employee turnover intention with the mediation of POS in such a manufacturing context amongst direct workers since this is unique because of their establishment.

2.11 Chapter Summary

This chapter stated the concepts of employee turnover intention and actual turnover. The researcher also reviewed past studies carried out on employee turnover intention in different contexts. Additionally, this study uses the social exchange theory as a context of fundamental theory. This chapter also highlighted the antecedent of POS and importance of mediating the effect of POS between social support (perceived supervisor support, perceived co-worker support) organisational justice (distributive justice and procedural justice) and turnover intention.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The research method used in this study is discussed in this chapter. The research framework and the hypothesis of this study are also explained. This chapter outlines the details of the methodological procedures adopted in this study. This includes research design, operational definition of the variables, measures and instruments, procedures of data collection, population and sampling method, reliability and validity of instruments and a brief discussion of the analysis methods involved in this research. The nature of this study is quantitative and questionnaire survey method for data collection is applied.

3.2 Research Framework of the Study

The research framework has been established based on the earlier literature review. This framework focuses on the factors that affect turnover intention. The dependent variable is the turnover intention and the independent variables are the antecedents of POS namely social support (perceived supervisor support and co-worker support) and organisational justice (procedural justice and distributive justice). The research framework is aimed at the mediating role of POS in enhancing the relationship between social support (perceived supervisor support and perceived co-workers support), organisational justice (distributive justice and procedural justice) and turnover intention. The framework shown in Figure 3.1 gives a better understanding of the direct and indirect effects on the relationship between the variables.

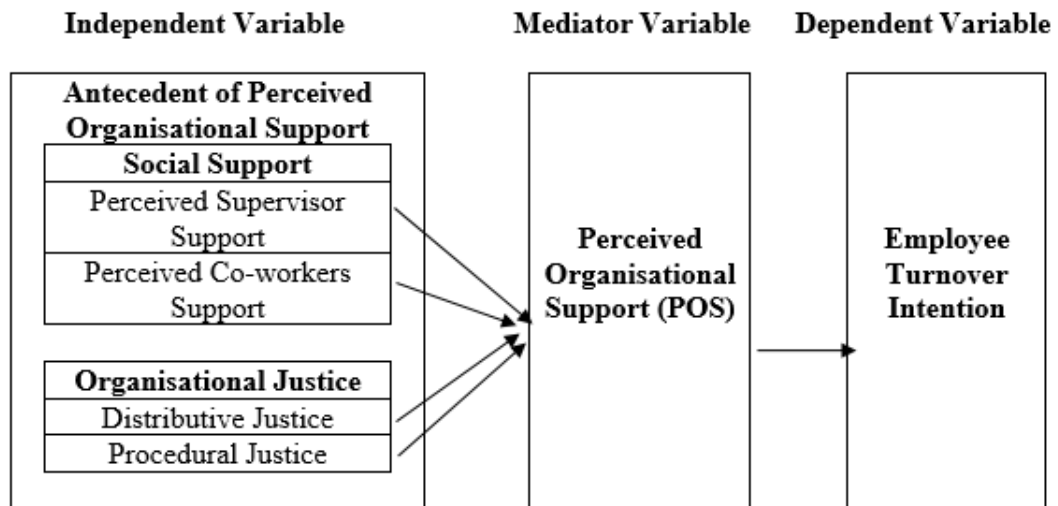


Figure 3.1
Research Framework of the Study

3.3 Hypothesis Development

3.3.1 The Relationship between Perceived Supervisor Support and Turnover

Intention

Supervisors play an important role in the achievement of an organisation by motivating, engaging and retraining workers. By expanding the perceived supervisor support and the level of affective commitment, the organisation can lessen the turnover intention of its workers (Newman, Thanacoody & Hui, 2012). The supportive supervisors who showed person-oriented leadership could influence workers' commitment, feelings of satisfaction and ultimately their decisions to quit or stay in the organisation (Mathieu, Fabi, Lacoursiere & Raymond, 2015). The study by Kang et al., (2015) reveals that perceived supervisor support had a negative and significant relationship on turnover intention of employees in working in the hospitality sector. It demonstrated that organisational commitment fully mediated the connection between supervisor support and workers' turnover intention. As the social exchange theory (SET) recommends, the degree of the

supervisor's care and value about the well-being and commitment of employees will reflect in the commitment of employee's to stay or leave the organisation.

According to Kang et al., (2015) supervisors who have positive exchanges with workers will reduce the workers' turnover intention and therefore, it will expand the career satisfaction and organisational commitment of employees. Likewise, the high turnover intention will cause the organisation to lose workers of high-level abilities, skills and knowledge, resulting in negatively affecting the morale of workers and organisational culture (Kang et al., 2015). Supervisors should be involved in supporting behaviours, like asking workers, how they can be of help to them in enhancing their performances, showing personal considerations and building constructive relationships with employees. A similar study by Fazio, et al., (2017) perceived that supervisor support is significant and related to turnover intention and go beyond the process of impact on affective commitment.

The study of Chin (2018) among white-collar workers in Malaysian manufacturing industry showed that one of the job dimension is job satisfaction. Job satisfaction dimension along with supervisor support has a negative relationship with turnover intention. At a point, when workers are loyal to their supervisors, they will be psychologically attached and willing to remain with the supervisors (Salleh, Nair & Harun, 2012). Employees with higher job satisfaction such as supervisor support are more committed, dedicated and productive and tend to stay longer in the organisation (Fraser, 2001; Goslin, 2005). Besides that, appropriate training programs also needed to develop a good supervisory ability. It is also known as a good investment in the company (Salleh et al., 2012). Such training will be supportive in enhancing the supervisors' skills

to communicate, issue guidance and advise subordinates on various aspects. Likewise, the supervisor ought to be furnished with negotiation skills and human-oriented problem-solving abilities.

On the other hand, Kalidas and Bahron (2015) concluded that POS and perceived supervisor support showed a significant and negative relationship with turnover intention. The turnover intention among workers should consider the potential link between workers and the supervisor that specifically influence worker's turnover decision (Kalidas & Bahron, 2015). According to Kalidas and Bahron (2015), in order to reduce the level of turnover intention among hotel workers, the human resources managers should be more responsible, caring, supportive and ready to reinforce the internal relationship between workers and supervisor to achieve the organisational objectives together.

Furthermore, Pawirosumarto and Annur (2017) clarified that supervisor support has an important influence on turnover intention. The authors also suggest a few different methods to decrease workers' turnover intention. According to them, the leader ought to expand the employee's commitment to the company and also give support to each worker in carrying out their activities. This will foster a sense of satisfaction among workers in their work-related tasks and eventually reduce their turnover intention. In this respect, the following hypothesis was tested.

H1: Perceived supervisor support negatively influence employee turnover intention.

3.3.2 The Relationship between Perceived Co-worker Support and Turnover

Intention

An organisation's high productivity cannot be analysed without completely understanding the impact of teamwork and co-operation of co-workers, as the achievement of strategies and goals is directly dependent on the workers of the organisation (Samad, 2006). Co-workers are people who interact at similar places for accomplishing comparative employment objectives. The study conducted by Azam, Rafique and Butt (2017) at the City of Traffic Police Lahore, mentioned that continuing support of co-workers is required for satisfactory work. The result showed that there was a negative relationship between co-worker's support and turnover intention. Besides that, it is also drawing the attention of management towards the co-worker's support and the relationship of diminishing turnover intention (Azam et al., 2017). If the organisation wants to reduce turnover and increase the satisfaction of its employees, managers should focus on building strong associations among workers at the workplace. There is a strong need to promote friendship at work within the organisation. It consists of qualities, shared trust, understanding and helping the environment among workers (Graen, Liden & Hoel, 1982). Apart from that, Mitchell, Holtom, Lee, Syblynski and Erez (2001) observed that co-worker satisfaction is like the effect of adequate emotional relationships with others in the organisation and helps to prevent an employee from leaving the organisation voluntarily. Chow, Ng and Gong (2012) found that full-time workers from various occupations reported that individuals with more support from co-worker may have lesser intention to leave the organisation.

Many scholars agree that employee relations with co-workers and supervisors are an important predictor of employee turnover intention. Besides, the relationship varies depending on the context. The study by Kim, Lee and Lee (2013) showed that co-workers had a negative correlation with turnover intention in Korea. Moreover, it showed that co-workers and supervisor had a stronger impact on turnover intention in China compared to Korea. In collectivistic cultures, like Korea and China, the emphasis is on relational links. Individual employees view themselves as more embedded in a network of socially correlated environment in comparison with their western counterparts (Hofstede, 2001). In such a cultural environment, satisfaction with a co-worker is a known indicator of turnover intention in Asian organisation as in Western settings.

Apart from that, the study by Lobburi (2012), showed that there is a negative and significant correlation between workplace social support (co-worker's and supervisor support) and turnover intention among workers in Bangkok's manufacturing sector. Hence, the collaboration with co-worker's in the organisation is an important factor that can enhance organisational commitment, job satisfaction and the intention to remain in the organisation. It may appear simple and more reasonable to utilise social support to retain employees, because human resource managers know how to develop social support, for example, events and activities in an organisation, that assist them to construct a strong network in the working environment.

In view of numerous empirical investigations, the scholars observed that workplace social support from co-workers and supervisor support happen in working conditions that, enhance organisational commitment and job satisfaction, which in turn reduces turnover intention (Tews et al., 2013). Workplace friendship in organisations encourages

workers to share ideas and social issues, that ultimately satisfy employees resulting in less intention to quit the job. The high-profile co-worker relationship is intended to promote employee morale, teamwork, higher employee retention rates and increased productivity (Tews et al., 2013). According to Self and Gordon (2019) the co-worker support and organisational embeddedness decrease turnover intention among line-level employees in the hospitality industry. The relationships between co-workers can affect the work environment. This is because employees spend more time with their co-workers during work hours. If employees have a good relationship with their co-workers, they can feel happiness in the work environment and consequently it reduces the intention to quit the organisation. Therefore, the researcher developed the following hypothesis.

H2: Perceived co-worker support negatively influence employee turnover intention.

3.3.3 The Relationship between Distributive Justice and Turnover Intention

Distributive justice has likewise been depicted as fairness, that alludes to the employee's perception of justice in the work environment, by looking at their results from the perspective of the organisation. Distributive justice reflects the importance of rewards, such as fair distribution of the compensation meant for workers (Ponnu & Chuah, 2010). The study of Gim and Desa (2014) among working adults in the private sector and public sector stated that distributive and procedural justice have a significant positive relationship. That relationship turns into affective commitment and has a significant negative impact on turnover intention. The results of Gim et al., (2014) is consistent with the earlier study demonstrated by (Campion 1991; Chiu, Luk & Tang 2002) that pay was an essential factor in retaining workers. The significance of the fairness is about how

rewards are disseminated to the workers and the strategies that accompany it ought to be researched for its effects on behavioural and attitudinal intention outcomes.

The study of Ramamoorthy and Flood (2004), disclosed that affective commitment mediates the relationship between distributive and procedural justice with turnover intention. Also, the study by Lee (2000); Lambert, Hogan and Barton (2001); Yusuf (2008); Aghaei, Moshiri and Shahrbanian (2012) and Poon (2012) stated that there was a negative relationship between distributive justice with turnover intention. This is to state that if a worker does not feel that the results are reasonable, it is a plausibility that he may frame the intention to leave the organisation. In practising distributive justice, the management should reward their employees fairly and the allocation procedure should be applied equally to increase the employee's affective commitments in retaining them.

Apart from that, Sharoni, Tziner, Fein, Shultz, Shauland and Zilberman (2012), Karatepe and Shahriari (2014) revealed that organisational justice (procedural, distributive, interpersonal and informational justice) had a significant and negative relationship with turnover intention. Moreover, the study of Karatepe and Shahriari (2014), in full-time frontline hotel workers concluded that workers with perceptions of fairness, at the level of pay and allocation of rewards, fairness in quality interpersonal treatment and information received are less likely to have the intention to quit the organisation. The result is consistent with the previous studies stating that distributive, procedural and interactional justice is negatively correlated with turnover intention (Cohen-Charash & Spector, 2001; Hemdi & Nasurdin, 2008) and precepts of SET (Niehoff & Moorman, 1993).

The study by Suifan, Diab and Abdallah (2017) mentioned that all the dimension of organisation justice (distributive justice, procedural justice, interpersonal justice and informational justice) was found to be negative and have a significant relationship with turnover intention. The research findings suggest that the relationship between organisational justice and turnover intention does not exist in a vacuum, but through organisational commitment (partial mediation) and job satisfaction (full mediation). Having an employer who is aware of this relationship will help in better understanding of the paradigm of justice. Indeed, the study by Suifan et al., (2017), demonstrated, the need to foster an environment that not only promotes the aspect of fair distribution of justice such as promotion, fair benefits and guarantees pay but also embeds a fair system and procedure (procedural justice), treating subordinates with respect and dignity (interpersonal justice), and also opening up an honest communication channel that offers explanation and justification when necessary (informational justice). According to Mosadeghrad (2013), the main reason for a worker to leave an organisation is for higher pay. If an organisation provides a worker with fair pay, it will encourage the employees to hone their self-confidence, skills, abilities and increase job satisfaction and the level of turnover intention will be less (Aydogdu & Asikgil, 2011). Besides, Muzumdar (2012) also presented that distributive justice has been a stronger predictor of turnover intention compared to procedural justice.

The study conducted by Arif (2018) in the context of Pakistan banking sector reveals that all dimensions of organisational justice (distributive justice, procedural justice and interactional justice) are significant and negatively correlated to turnover intention. Similarly, Ali and Jan (2012) found that pharmaceutical organisations were urged by management to pay special consideration towards undertaking distributive justice and

procedural justice to medicinal representatives in order to expand the workers' commitment to the organisation and diminishing the workers' turnover intention that, eventually results in actual turnover. Distribution justice is also regarded as the fairness received by workers such as promotions and pay (Malik, 2011). Effectively from the declaration of the above-reviewed studies, this study therefore assumes and proposes as follows:

H3: Distributive justice negatively influence employee turnover intention.

3.3.4 The Relationship between Procedural Justice and Turnover Intention

Justice or fairness is important in the workplace environment as well as in employee compensation policies (Riddell, 2011). The perceived fairness in compensation among workers within the same hierarchy is a significant driver of turnover intention (Riddell, 2011). Generally, compensation is a huge driver of turnover intention (Lai & Kapstad, 2009). The fairness in compensation is likely to influence a workers' intention to remain or leave an organisation (Chen, Kraemer & Gathii, 2011). Organisations with fair compensation policies among workers of the same chain of command will retain workers (Riddell, 2011).

The public accounting industry faces a crisis based on the shortage of senior staff and accountants, especially millennial employees (George & Wallio, 2017). The findings show that organisational process justice (procedural justice) can influence the millennials turnover intention more than the organisational rewards of justice (distributive justice) and the study supports organisational justice theory. Employers can use this information to manage the degree of procedural justice, which can reduce actual turnover, turnover

intention and other by-products from employee shortages. Besides that, George and Wallio (2017) suggest that the public accounting firms must thoughtfully assess the retention programs and evaluation policies to, ensure in managing perceptions of procedural justice and decline turnover intention. Procedural justice is used to define unequal treatment in decision-making processes that determine organisational outcomes (Crenshaw, Cropanzano & Nadisic, 2013; Herda & Lavelle, 2012).

Organisations which, follow lower levels of procedural justice will experience more workers' turnover intention (Bal, De Lange, Ybema, Jansen & Van der Velde, 2011). Apart from that, the study of Ahmad, Al-Shbail, Al-Mawali and Al-Shbail (2018), claimed that distributive justice and procedural justice was significant, and negatively correlated with turnover intention. This outcome aligns with the previous studies in accounting and non-accounting environments where, distributive justice and procedural justice are significant and have a negative relationship with turnover intention (Johan, Talib, Joseph & Mooketsag, 2013; De Geiter, De Cooman, Hofmans, Pepermans & Jegers, 2012; Parker, Nouri & Hayes, 2011).

The study by Phayoonpun and Mat (2014), showed a significant and negative relationship between distributive justice and procedural justice with the turnover intention of Thailand's information technology professionals. The study approaches SET to examine the relationship between the variables. Along these lines, higher perceptions of procedural justice by workers will probably reciprocate with significant organisational involvement regarding workers who are intended to stay and positively assessed by their supervisors (Saks, 2006; McFarlin & Sweeney, 1992). However, unclear decision-

making process towards workers will violate procedural fairness and loss of trust between the employer and employees and will lead to worker's job dissatisfaction.

The study by Ma, Liu and Liu (2014) of an air transportation group in of China found that organisational identification fully mediated the correlation between procedural justice and extra-role behaviour, and also between procedural justice and turnover intention. Procedural justice can cultivate organisational identification, which prompts positive responses such as, increase in extra-role behaviour and diminished turnover intention (Ma et al, 2014). Apart from that, the study by Ali and Bukhari (2017), showed that distributive justice, procedural justice and interaction justice negatively correlated with turnover intention. The study suggested that organisations ought to consider the importance of procedural justice, allocation and interaction to reduce the cost of hiring new employees. Because, if employees see their working environment, unfair in terms of the distribution of resources, procedures for promotion and distribution of resources, then the employees' intention to quit the organisation increases (Ali & Bukhari, 2017). Considerably, this study deductively infers the following hypothesis.

H4: Procedural justice negatively influence employee turnover intention.

3.3.5 The Relationship between Perceived Supervisor Support and Perceived Organisational Support

The strength and the correlation between the perceived supervisor support and POS is to the extent, how workers classify supervisors with the organisation. Supervisors who are highly appreciated and well-served by organisations are identified with the fundamental character of the organisation. Therefore, they are greatly influenced by POS (Eisenberger

et al., 2002). Supervisory support is found to be a strong indicator of POS (Zhang, Farh & Wang, 2012; Pazy & Ganzach, 2009). A supervisor who perceived ideal treatment from the organisation promptly passes the same to their subordinates and have a greater POS (Tepper & Taylor, 2003). High perceived supervisor support can be interpreted as a supervisor's way of contributing to the leadership role in the organisation and thus indicates, the supervisor's high commitment to the organisation. At the point when workers perceive a high feeling of organisational support from the supervisor, they will make more efforts to promote the organisational objectives (Eisenberger, 2002; Ling, Yang & Fang, 2006). The supervisor has a major social role (Eder & Eisenberger, 2008; Avery, 2008). Supervisors hold a place of authority; however, they have low social distance with non-managerial workers. Those are the reasons workers tend to see their supervisor as, illustrative of upper management's perceptions toward a worker, regardless of whether that is true (Avery, 2008). Employees tend to perceive support from the supervisor as a form of organisational support. As they have great associations with their supervisor, they trust their organisation to have a strong supportive work culture.

Son (2014) in a study mentioned that, there is a positive and significant correlation between perceived supervisor support and POS. Supervisors act as an agent for an organisation. A worker when received better by his superior and favourable treatment meted out by the organisation, they reciprocate by continuing in the organisation and fulfil their commitment to the organisation. The purpose of the behaviour of the supervisor is considered by workers characteristic and the behaviour of the organisation they work for (Eisenberger et al., 1986). Good supervision supports and influences the organisation outcomes and the overall work environment. A strong supervisory role adds

to a positive workplace and enables workers to feel successful and able to furnish the organisation with a competitive advantage in attracting and retaining talent.

The outcome of the study by Choong, Choe and Peng (2014) is crucial to private universities in Malaysia as POS plays an important role in universities to enhance the universities' performance and showed a positive and significant relationship between perceived supervisor support and POS. The supervisor has the responsibility to provide clear guidance and direction to their subordinates. They also have the right to evaluate their employees in their annual performance, as they have the organisational link closest to their subordinates. Apart from that, the direct supervisors play an important role in the organisation. Encouragement and support from close supervisors are important as previous studies reveal that they are closest to workers. Therefore, supervisors can immediately manage their subordinates' emotions (Dawley, Andrews & Bucklew, 2008).

On the other hand, the study by Ahmed, et al., (2015) and Kurtessis et al., (2015) exposed that, the correlation between supervisor support and POS was stronger and purposed as an antecedent of POS. Several past studies have generated same results that, supervisor support positively correlated to POS and they found that supervisor support is an antecedent to POS (Dawley et al., 2008; Rhoades & Eisenberger, 2002). Due to supervisors play in their role as an organisation's agent in coordinating and assessing a worker execution, workers consider their supervisor's favourable or unfavourable evaluation of them to be characteristic of the organisation's support (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Hence, a proposed hypothesis is formulated as below:

H5: Perceived supervisor support positively influence perceived organisational support.

3.3.6 The Relationship between Perceived Co-workers Support and Perceived Organisational Support

Support from co-workers has likewise been generally contemplated as a vital wellspring of social support within organisations (Viswesvaran, Sanchez & Fisher, 1999). In any case, the potential commitment of perceived co-worker support to POS and to results that guide the organisation was barely examined (Shanock, Roch & Mishra, 2012). Researchers have theorised that colleagues may be considered as an agent of the organisation (Cole, Schaninger & Harris, 2002). Apart from that, Cole, Bernerth, Walter and Holt (2010) suggested that the working team could be a substitute for the whole organisation. Colleagues often have some official authority over workers. They play an important role in influencing other employee perception and experience with the organisation (Liao, Joshi & Chuang, 2004; Ladd & Henry, 2000; Allen, 1992). Co-workers are also an important channel to convey the organisational culture and how employees fit into organisational culture (Allen, 1992; Liao et al., 2004).

Co-workers have the potential to affect organisational perceptions as employees spend more time interacting with peers than other members of the organisation (Seers, 1989). Previous studies revealed that co-workers support related to the extent of employees' identification with the organisation (Ng & Sorensen, 2008; Sluss, et al., 2008). Similarly, Hayton, et al., (2012), found that perceived co-workers significantly predicted POS. Moreover, Ahmed et al., (2015) and Kurtessis et al., (2015) showed the proof, that there is a significant and positive correlation between co-workers support and POS. Shanock, Roch and Mishra (2012) examined the importance of co-workers support to fellow workers as well as the organisation and while considering how co-workers support fits in

with social exchange in the organisation. The association with co-workers is important to workers well-being since this relationship impacts worker inspiration as mental health and employee motivation. The healthy relationship among co-workers supports and help workers to improve their self-control, competence and personal power (Gkorezis, et al., 2012).

According to Sumathi, Kamalanabhan and Thenmozhi (2015), the study conducted among healthcare professionals including staff nurses and medical officers in primary health centres concluded that the importance of supervisor support and co-workers support must be emphasized to ensure the effectiveness of their services. Moreover, it showed that supervisor support and co-workers support have higher impact and positive relationship on POS than human resources practices and health facility (Sumathi et al., 2014). According to organisational support theory, healthcare professionals provide human-like features to the Directorate of Public Health and see the actions of the Public Health Director as good or unprofitable to them. More healthcare professionals consider their beneficial actions is their greater support. It is understood that healthcare professionals consider human resource practices, social support and health facility as a good treatment for them. Hospital workers including non-professionals and professionals have reported that their co-worker support is positively related to POS (Yoon and Thye, 2000). The foregoing literature is clear that co-workers support can positively influence employees and it can also be noted that the support of positive co-workers can influence employee perceptions on the support of the organisation.

H6: Perceived co-workers support positively influence perceived organisational support.

3.3.7 The Relationship between Distributive Justice and Perceived Organisational Support

The greater distributive justice felt by workers additionally encourage the higher sentiment of being supported by an organisation which they perceived (Wayne et al., 2002; Niehoff & Moorman 1993). According to the study by Mansour (2014), it revealed that the relationship of the distributive justice and organisation support is positive which indicates that employees' perception of fairness is directly related to their perception that the organisation seeks their goodwill; if the organisation pay fair, rewards and assigning tasks to employees, the employee will believe that the organisation cares and supports them. At the point when employees get justice in term of distribution of output for their commitment that has been given for organisation, they will compare it with others in the same workload perceived, whether it is reasonable or not.

POS is the reasonable exchange of a vital part of the social exchange, and numerous investigations have discovered the connection between worker's attitudes and organisational justice perceptions (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). According to Rhoades and Eisenberger (2002) meta-examination found that POS is a huge outcome of fair treatment at work, job conditions and positive levels of supervisor support. At the end of the day, POS might be an important result of distributive justice. Other researchers also pay attention to the influence of distributive justice on organisational support through employee perceptions as far as the organisation is concerned with their well-being (Fields, Pang & Chiu, 2000; Ngo, Tang & Au, 2002; Ambrose & Schminke, 2003; Loi et al., 2006). Apart from that, the study by Fu and Lihua (2012) in China reveals that distributive justice and POS was stronger for highly

conscientious female managers in manufacturing industries but less conscientious for female managers in services industries. As a result, these persons are likely to perceive their reward allocations to be fair to them and thus they feel more inclusion and recognition for the expansion of POS (Shore & Shore, 1995).

The study by Lee et al., (2017) reported that the Malaysian high-performance school sports developmental programme's volunteer coaches perceived, a positive correlation between distributive justice (in terms of incentives, rewards, budget, sport training facilities and incentives sports equipment) and POS. Moreover, this study supports organisational support and SET. The exchange process should fulfil the justice principle. It proposed that a satisfactory distribution of sports resources would decipher as the organisation did esteem and thinks to care about them (Eisenberger et al., 1986). This outcome was in accordance with the study of Jordan, Turner and Pack (2009), which shows that distributive justice was strongly correlated with POS.

H7: Distributive justice positively influence perceived organisational support.

3.3.8 The Relationship between Procedural Justice and Perceived Organisational Support

Procedural justice is additionally a huge indicator of POS. The study by Moorman and Byrne (2005) showed that POS correlation between procedural justice and various workers level outcomes such as organisational commitment, organisational citizenship behaviour, organisational identification because workers perceived organisational activities favourable towards them when they observe fairness in practices and processed. In the organisational setting, procedural justice is viewed as an essential resource in social

exchange and it impacts employees' judgment of the quality of exchange relationship with their organisation (Loi et al., 2006). Procedural justice suggests that the organisation's regard for workers' rights contribute positively to POS since it can be viewed as one part of such treatment that is characteristic to the level of organisational support (Fu & Lihua, 2012).

The study by Guan et al., (2014) was consistent with organisational support theory which recommends that favourable opportunities for rewards convey a positive valuation of workers to commitments and contribute to POS. These discoveries can assist administrators with finding approaches to utilise POS to build job performance. The result confirmed that there was a positive relationship between procedural and distributive justice with POS. In the study by Guan et al., (2014) suggest that administrators ought to pursue an increase in the level of support given to the staff by universities in China. It was implemented by executing work processes and policies, sending information to workers that the organisations care about their well-being and value his or her commitments. The organisation will lessen the level of workers' stress. For instance, the processes and programs are adaptable by planning for the workers, participatory decision making, and worker grant programs. It may profit the organisation by enhancing the work-related optimism on workers to diminish the probability of negative work attitude. Informal support such as, encouraging workers and recognising their hard work may be sending the message that the organisation is supporting them in their tasks (Guan et al., 2014). Therefore, as the above explanation hypothesis was created.

H8: Procedural justice positively influence perceived organisational support.

3.3.9 The Relationship between Perceived Organisational Support and Turnover

Intention

POS fills in as, an important segment in the social exchange connection among workers and the organisation, by evoking a feeling of commitment to return the favourable treatment one has received (Eisenberger & Stinglhamber, 2011). Well-treated workers feel obliged to return the favourable treatment received by helping their organisation to satisfy its objectives. The more employee feels supported, the more they are motivated to be positively oriented toward their organisation and to express more loyalty to their organisation and stronger feelings of affiliation. Consequently, while perceiving support from their organisation, workers will have less intention to leave their organisation (Dawley, Houghton & Bucklew, 2010). As employees' POS rises, they feel more grateful to contribute to the organisation's prosperity and help their organisation to achieve its goals.

The study by Islam, Ahmad and Ahmed (2015) presented that, POS and organisational learning culture is positively related to affective commitment and negatively related to the turnover intention. Furthermore, studies by Islam et al., (2015) reveals that employees' perception of learning the culture and organisational support enables them to be more committed to their organisation through the theory of social exchange. When employees see something positive about their organisation, they respond with commitment and remain in the organisation. This contention is in accordance with the organisational support theory when workers feel supported by their organisations, they reciprocate as far as sharing their thoughts to their partners (Eisenberger et al., 1986). Some authors have found a similar study by Islam et. al., (2015) that, human resource

managers will benefit by maintaining skilled people, and by enhancing exchange relationships and providing them with situations for continuous learning such as organisational learning culture, POS and affective commitments and repeating the important effects of turnover intention (Salehzadeh, Asadi, Pool, Ansari & Haroni, 2014; Agarwal, Datta, Blake-Beard & Bhargava, 2012; Islam, Khan, Ahmad, Ali & Ahmed, 2014b).

Apart from that, the study of Madden, Mathias and Madden (2015) among employees in a nursing care facility in the mid-Atlantic region of the United States supported a partial mediated positive relationship at work with POS and turnover intention. This study has its grounding in the SET to understand better about the relationship by exploring the effects of positive correlation at work and POS have workers' intent to quit their organisations. This finding has inferences for managers who are interested in implementing practices that increase the intention of workers to stay with their organisations. Managers can enhance perceptions of organisational support through supportive human resources practices such as to allowing subordinates to contribute in decision-making, recognition for good work, rewarding fairness and proposing opportunities for growth (Allen et al., 2003; Shore & Shore, 1995). In addition, it also supports the idea that organisations can increase individual intention to stay in their occupations when they feel that their organisation supports them. An important role for top managers is in the practice of guiding people as they work to support the organisation vision (Ferris, Liden, Munyon, Summers, Basik & Buckley, 2009). Middle managers also play an important role in times of change by balancing the emotions of subordinates (Huy, 2002), which can affect the quality of their correlations (Kahn, 1998). The relationship between POS and positive connections at work proposes that best and middle

managers may utilise their organisational role and positions to cultivate these connections between individuals all through the organisation and reduce the turnover intention. In view of POS as a contextual factor, Joo, Hahn and Peterson (2015) have concluded that Korean knowledge employees will stay with their organisation until they realise that their employer is concerned about their well-being.

The study by Varma and Russell (2016) claimed that employees have their own beliefs about the organisation's appreciation and attention as well as its ability to support. Organisational support affects career effects, career absorption, organisational performance and organisational commitment, as well as their desire, not to leave the organisation (Varma et al., 2016). Other than that, the study by Nasyira, Othman and Ghazali (2014) found that POS and commitment was seen reducing employee turnover intention in a casual dining restaurant in Malaysia. The study by Lim, Osman, Manaf and Andullah (2016) claimed that, among three variables namely employee empowerment, job satisfaction and POS, POS was the most influential factor that reduced withdrawal intention among financial institution of banks in Perlis and Kedah. Erat, Erdil, Kitapci and Comlek (2012) stated that, if a company was willing to provide higher organisational support to the workers, the rate of intention to pull back reduced. In the long run, it could lessen the burden and costs to recruit new workers. Hence, based on the outcomes of an earlier research of organisational support, it is predictable to reduce the turnover intention and expect to have a negative relationship with turnover intention which leads to the hypothesis:

H9: Perceived organisational support negatively related to turnover intention.

3.3.10 Mediation role of Perceived Organisational Support on Social Support (Perceived Supervisor Support and Perceived Co-workers Support) and Turnover Intention

At a point, when the supervisor feels strongly related to the organisation, workers may decipher support from the supervisor as the same as the support from the organisation (Eisenberger, et al., 2014). Moreover, perceived supervisor support expanded POS, which led to behaviours beneficial to the organisation. Besides, Eisenberger et al., (2002) demonstrated that the impacts of perceived supervisor support on turnover intention were fully mediated through POS. Organisational support theory takes perceived supervisor support as an essential segment of POS (Stinglhamber & Vandenberghe, 2003). Newman et al., (2012) presented a direct correlation between perceived supervisor support and turnover intention as well as a mediated relationship through POS. The previous study found similar findings in a Western context Maertz et al., (2007) that, by providing further support for the proposition that workers form attachments and attitudes towards their supervisor which are distinct from those they form towards the organisation. Supervisor's role is important because employees' behaviour and attitude can impact positively (Eisenberger et al., 1990). Similar findings were stated by DeConinck and Johnson (2009) who found that supervisor support can be an indirect predictor of turnover intention and higher organisational support. Numerous studies found evidence, which confirmed that supervisors and co-workers can help to reduce employee intention to quit (Scott, Zagenczyk, Schippers, Purvis & Cruz, 2014; Chadwick & Collins, 2015).

The collaborative, supportive culture and friendliness, employee morale and participation increase as employee turnover intention decrease. Chiaburu and Harrison (2008)

mentioned in their meta-investigation that, co-workers support negatively linked with turnover intention. Griffeth, et al., (2000) in their meta-examination exhibited that, co-workers' satisfaction was a key indicator of turnover intention. Feeley et al., (2010) mentioned that the meta-examination exhibited that, co-workers support was fundamentally identified with turnover intention and actual turnover, although the relationship between co-workers support and actual turnover was modest. Some other researches have contended that workers having great relations among them are more fulfilled towards their job and less intention to quit the organisation (Avolio, Kahai & Dodge, 2001). The previous study emphasises the importance of organisations developing an environment where their employees can establish and maintain a supportive relationship with other members of the organisation (Chiaburu & Harrison, 2008; Self & Gordon, 2019). Furthermore, support from co-workers can meet socioemotional needs that have a strong influence on the emergence of POS (Kurtessis et al., 2015). Most of the studies showed perceived co-worker support a direct relationship between POS and turnover intention. Nevertheless, there is still a limited number of studies that, proved the relation between the mediating role of POS and social support (perceived supervisor support and co-worker support) and how it affects the employee turnover intention. Therefore, it is valuable to know how POS can mediate the relationship between perceived supervisor support and perceived co-worker support, hence the following hypothesis was developed:

H10: Perceived organisational support mediates the relationship between perceived supervisor support and employee turnover intention.

H11: Perceived organisational support mediates the relationship between perceived co-worker support and employee turnover intention.

3.3.11 Mediation Role of Perceived Organisational Support on Organisational Justice (Distributive Justice and Procedural Justice) and Turnover Intention

When people feel that an organisation is acting fairly, they interpret fair actions as signals that the organisation values and cares about them (Eisenberger et al., 1986). There is ample evidence that organisational justice enhances POS (Rhoades & Eisenberger, 2002; Colquitt et al., 2013; Kurtessis et al., 2015). Several studies have shown that POS mediates the relationship between organisational justice and beneficial attitudes and behaviours (Masterson, Lewis, Goldman & Taylor, 2000; Roch & Shanock, 2006). The results of Arnéguy, Ohana and Stinglhamber (2018) revealed that the POS mediates the positive influence of organisational justice on readiness for change. Given that, overall justice (distributive justice and procedural justice) represents a general perception of the fair treatment received from the organisation, may also influence POS. The study by Arif (2018) showed that human resources management departments need to set rules and regulations to maintain organisational justice within the organisation. As long as there is a fair application of organisational justice, each employee has an equal share in, all job-related matters and will reduce the turnover intention. Thus, it can be assumed that organisational justice (distributive justice and procedural justice) could be mediated by POS in influencing turnover intention.

The study by Wong and Wong (2017), in the context of China, contributes to the existing knowledge on the mechanisms through distributive justice impact turnover intention mainly via POS and affective commitment. Studies show that distributive justice is a strong antecedent of POS in both West and China (Wayne et al., 2002; Wong and Wong,

2017). According to Wong and Wong (2017) the management of organisations in China, with better comprehension, know how to encourage human resource management to bring down employee turnover intention. Managers ought to be trained to emphasise more on distributive justice, for example, embracing progressively organisational justice practice. It is useful for workers to see more fairness in outcomes and can enhance employees' perception of POS. As an outcome, positive POS will make a sentiment of being cared for workers, who will at that point reciprocate by being more affectively competent and dedicated to the organisations, which will result in a lower turnover intention (Joarder, Sharif & Ahmmed, 2011).

Loi et al., (2006), studied the correlation between perceptions of employee's justice, POS, organisational commitment and turnover intention. The result showed that distributive and procedural justice contributed to the growth of POS as mediated variable and the effects on organisational commitment and turnover intention. On the other hand, Niehoff and Moorman (1993) found that the relationship between procedural justice and organisational citizenship behaviour and POS play a role as a mediator. POS mediated the connection between supportive human resources practices (growth opportunities, participation in decision making and fairness in rewards) and organisational commitment (Allen, Shore and Griffeth, 2003). Procedural justice perceptions influence organisation-related outcomes through the mediating variable of POS (Masterson et al., 2002). The study by DeConinck and Johnson (2009) investigated the effects of four dimensions of organisational justice, on the salesperson, and found that procedural justice was positively and significantly correlated to POS.

The management of an organisation needs to be aware that workers not only evaluate the fairness they receive (outcomes) but also the procedure involved in the distribution of compensation. Also, managers should be aware that, the fairness of the procedures used in distributing the remuneration and the voice of the workers in the allocation process is more important than, the fairness of the allocation of remuneration in reducing the level of turnover intention and greater the organisational support. It is recommended that management should promote fairness in the distribution of remuneration and that organisations should embrace justice in all forecasts of their practices in their dealings with workers to bring in committed employees. Therefore, it can assume that the POS probably could mediate the relationship between different type of organisational justice (distributive justice and procedural justice) with turnover intention. Organisational justice could also play an important role in improving POS and reducing turnover intention. Hence, the following hypothesis was developed:

Hypothesis 12: Perceived organisational support mediates the relationship between distributive justice and employee turnover intention.

Hypothesis 13: Perceived organisational support mediates the relationship between procedural justice and employee turnover intention.

3.4 Research Design of the Study

Research design is a plan and decision that, illustrates how data will be collected and analysed and is aimed at achieving research objectives and responding to the research questions (Burns & Bush, 1995; Churchill & Iacobucci, 2005; Zikmund, Babin, Carr & Griffin, 2010). It involves the strategy and structure of the research, determined to solve research problems while controlling variance (Kerlinger, 1973). According to Cooper,

Schinder and Sun (2006), the design of the research is also, forming the outline for the collection, measurement and analysis of data that, assists researchers in the provision of inadequate resources by presenting important options in methodology. The present study involves correlational and regression analysis that aims to understand the main objectives of the study and also to examine the relationship between the variables. The correlation type provides information on the strength of any relationship found. According to Creswell (2015), reported that correlation design is procedures in quantitative research in which investigators measure the degree of association between two or more variables using the statistical procedure of correlation analysis.

The research design is the specification of procedures and methods to obtain the required data. This is the framework for an overall operating pattern. A project that specifies the information that will be collected from which source and with what procedure. If it is a good design, it will ensure that the information obtained is relevant to the research question and is compiled by economic procedures and objective (Green, Paul & Tull, 1975). In general, there are three key methodology approaches for data collection and analysis that are qualitative, quantitative and mixed methods (Creswell, 2008; McCusker & Gunaydin, 2015). Researchers use qualitative research methods to understand the experiences of certain participants (Clement, Schauman, Graham, Maggioni, Evans-Lacko, Bezborodovs & Thornicraft, 2015).

On the other hand, quantitative researchers use collected data to test the hypothesis generated (McCusker & Gunaydin, 2015). Previous researchers use a mixed-method to answer the complex questions that require both qualitative and quantitative research methodology (Shannon-Baker, 2015). In accordance with Cooper et al., (2006), the

quantitative research design is the most appropriate method to investigate the correlation between variables and is applicable into models, theories and hypothesis. Therefore, quantitative research is the method chosen for this study. The researchers collect data and summarise specific results from general data to reject or confirm the hypothesis (Wohlin & Aurum, 2015). In addition, researchers can use quantitative research to explain topics empirically using statistics, which is not used in qualitative research (Chu, 2015; Guetterman, Fetters & Creswell, 2015). Data analysis for quantitative research is conducted to test the hypothesis, achieve research objectives, identify causal issues and reduce the subject of judgment (Kealey & Protheroe, 1996).

According to Smith (1988) quantitative research is associated with traditional, positivist paradigms or empirical paradigm whereas, qualitative research is linked to the constructivist approach only. In other words, the positivist paradigm assumes that some objective truths in this world can be measured and scientifically explained. The main concern about positivist paradigms is that the measurement is reliable, valid and generalizable in clear predictions of cause and effect (Cassell & Symon, 1994). Besides, by using quantitative approaches, researchers can analyse the communication process without contacting the actual person involved in communication (Ting-Toomey, 1984).

Research design can also be classified into longitudinal and cross-sectional (Babbie, 2004; Neuman, 2003). This study adopted the technique of cross-sectional for data gathering process, because of less biased and more accuracy (Sekaran & Bougie, 2010). Even though longitudinal investigation gives the cause-effect outcomes, yet it takes more time to gain the result. Hence, a longitudinal investigation is not suitable for this study. A cross-sectional review is a research tool used to capture information based on collected

data for a given point in time (Mann, 2003). Data is often collected from many participants with different profiles and features. The cross-sectional review is quick to perform and usually cheap (Mann 2003; Trochim, 2006). A cross-sectional study was conducted using the questionnaire and fewer resources are needed and no follow-up required to carry out the study (Mann, 2003).

Furthermore, this type of research is used in various industries and in each industry the cross-sectional research provides important data that inform all types of actions. The research findings help to dispel the assumptions and replace them with actual data on the variables studied, within the period considered in the cross-sectional study. The turnover intention has been focused more than the actual turnover as it is more practical to conduct cross-sectional study than the longitudinal study by waiting to see whether they left (Mor, Barak, Nissly & Levin, 2001). To manage employee turnover, the management must reduce the intention of turnover among employees. Therefore, this approach is the most appropriate method for this study to gather information from manufacturing sectors. The purpose of this study is to examine the direct and indirect relationship between perceived supervisor support, perceived co-workers support, distributive justice and procedural justice and the turnover intention through perceived organisational support as a mediation variable.

3.5 Response Format

The procedure of questionnaire design turns out to be more imperative with a specific end goal to accomplish the pertinence and exactness of data from target respondents. Therefore, the questionnaire survey comprises of two types questions, which are fixed

alternative question or namely close-ended question and open-ended question. The fixed alternative questions enable the respondents to choose one of the best answers to respondent's perspective by giving them more particular and close-ended questions (Zikmund et al., 2010). In this study, the fixed-alternative question has been chosen to easily allocate questionnaire to the large population of respondents in a brief timeframe period.

Likert scale is designed to measure direction of attitude whereby, respondents need to give statements using options such as (1= strongly disagree, 2 = disagree, 3 = moderately disagree, 4 = neutral, 5 = moderately agree, 6 = agree, 7 = strongly agree). The result of the Likert scale will illustrate the position and the attitude of an individual towards the purpose (Ajzen & Fishbein, 1980). The Likert scale is used to measure response since this scale is widely used in social sciences and has been widely tested in social sciences (Garland, 1991). However, there is no clear rule that, indicates the appropriate number to use (scale 1 to 5 points Likert) or (Likert scale 1 to 7). McKelvie (1978) welcomed 7 points of Likert's 5-point scale due to the clear support of the legality of the reaction.

According to Fornell (1992) shows that the 7-point scale is as good as other scales. In this present study, 7-point of Likert scale was used for participants to answer their level of agreement or disagreement regarding perceptions of their company's perceived supervisor support, perceived co-worker support, distributive justice, procedural justice, perceived organisational support and turnover intention.

3.6 Operational Definition and Measurement of Variables

The definition of operational refers to concepts that are solely dependent on operations that help researchers to measure the constructs used in this study. This section presents the definition of operation for the dependent variable and independent variables and as well as the mediator variable. The dependent variable in this study is turnover intention (TI), while the independent variables are perceived supervisor support (PSS), perceived co-worker support (PCS), distributive justice (DJ) and procedural justice (PJ). Finally, the mediating variable used in this study is perceived organisational support (POS).

3.6.1 Turnover Intention

The turnover intention was measured using 5-items adapted from the measurement scale used by Wayne, Shore and Liden (1997); Lum, Kervin, Clark, Reid and Wendy, (1998). The Cronbach alpha value was 0.92.

Table 3.1
Operational Definition and Items for Turnover Intention

Variable & Source	Operational Definition	Codes	Items	α
Wayne, Shore & Liden (1997); Lum, Kervin, Clark, Reid & Wendy (1998).	As the employee thoughts to voluntarily quit their organisation in the future (Wayne, Shore & Liden 1997).	TI1	I am actively looking for a job outside this organisation.	0.92
		TI2	As soon as I can find a better job, I will leave this organisation.	
		TI3	I am seriously thinking about quitting my job.	
		TI4	In a fast few months, I think seriously about looking for a job in other sectors.	
		TI5	Taking everything into consideration, there is a likelihood that I will make serious efforts to find a new job within the next year.	

3.6.2 Perceived Supervisor Support

The perceived supervisor support was measured using 16-items adapted from the measurement scale used by Rhoades and Eisenberger (2002); Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades (2001). The high internal reliability with Cronbach's alpha of 0.93. The previous study by Gordon, Tang, Day and Adler (2018) used the same 16 items of perceived supervisor support and had a Cronbach's alpha of 0.92.

There are significant similarities between POS and PSS which has raised the question of how the differences between the two constructs differ from one another and highlight potential issues in distinguishing POS and PSS ability to predict work outcomes (Campbell, Perry, Maertz, Allen & Griffeth, 2013; DeConinck & Johnson, 2009; Eisenberger et al., 2002; Lapalme, Stamper, Simard & Tremblay, 2009; Ng & Sorensen, 2008; Saks, 2006). Supervisory support perceptions differed from organisational support perceptions as the PSS explicitly determined by the number of supervisors provided to their employees, how much they made employees feel valued and the concerns they perceived related to their employees' well-being. POS is defined by the perception of a more global workforce, including how organisations as a whole, support their employees by recognising their contributions and maintaining their well-being. The purpose of this study is to create and test exploration measurements POS and PSS designed to capture the unique features of each construct.

Table 3.2*Operational Definition and Items for Perceived Supervisor Support*

Variable & Source	Operational Definition	Codes	Items	α
Rhoades and Eisenberger (2002); Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades (2001).	Perceived supervisor support as the perception that workers have about how supervisors consider employee input to be competent and concerned about employee well-being (Eisenberger, 2002).	PSS1	The supervisor values my contribution to its well-being.	0.93
		PSS2	If the supervisor could hire someone to replace me at a lower salary it would do so.	
		PSS3	The supervisor fails to appreciate any extra effort from me.	
		PSS4	The supervisor strongly considers my goals and values.	
		PSS5	The supervisor would ignore any complaint from me.	
		PSS6	The supervisor disregards my best interests when it makes decisions that affect me.	
		PSS7	Help is available from the supervisor when I have a problem.	
		PSS8	The supervisor really cares about my well-being.	
		PSS9	The supervisor is willing to extend itself in order to help me perform my job to the best of my ability.	
		PSS10	Even if I did the best job possible, the supervisor would fail to notice.	
		PSS11	The supervisor is willing to help me when I need a special favour.	
		PSS12	The supervisor cares about my general satisfaction at work.	
		PSS13	If given the opportunity, the supervisor would take advantage of me.	
		PSS14	The supervisor shows very little concern for me.	
		PSS15	The supervisor cares about my opinion.	
		PSS16	The supervisor takes pride in my accomplishment at work.	

3.6.3 Perceived Co-worker Support

Perceived co-worker support was measured using the 10-items scale, adapted from the measurement scale used by Ducharme and Martin (2000). The first five items in the scale are related to emotional support with Cronbach's alpha of 0.85. The following five items are related to instrument support and the Cronbach's alpha was 0.76.

Table 3.3

Operational Definition and Items for Perceived Co-worker Support

Variable & Source	Operational Definition	Codes	Items	α
Ducharme and Martin (2000)	Coworker support is the level of support expressed among peers in an organisation (Ducharme & Martin, 2000).	PCS1	Your co-workers really care about you.	0.85 and 0.76
		PCS2	You feel close to your co-workers.	
		PCS3	Your co-worker takes a personal interest in you.	
		PCS4	You feel appreciated by your co-workers.	
		PCS5	Your co-workers are friendly to you.	
		PCS6	Your co-workers would fill in while you're absent.	
		PCS7	Your co-workers are helpful in getting your job done.	
		PCS8	Your co-workers give useful advice on job problems.	
		PCS9	Your co-workers assist with unusual work problems.	
		PCS10	Your co-workers will pitch in and help.	

3.6.4 Distributive Justice

The distributive justice was measured using the 5-items scale, adapted from Niehoff and Moorman (1993). The internal reliabilities reported was ranged from 0.72 to 0.74.

Table 3.4*Operational Definition and Items for Distributive Justice*

Variable & Source	Operational Definition	Codes	Items	α
Niehoff and Moorman (1993)	The fairness of outcomes or allocations that an individual receives (Niehoff & Moorman, 1993)	DJ1	In my opinion, my current job responsibility is assigned to me fairly.	0.72 to 0.74
		DJ2	I think my reward, I received from the job I do for my organisation is fair enough.	
		DJ3	I think, my current workload is fair to me.	
		DJ4	I think, the pay I received from the work I do is fair enough.	
		DJ5	The scheduling of my job responsibility is fair enough.	

3.6.5 Procedural Justice

Procedural justice was measured using the 4-items scale, adapted from McFarlin and Sweeney (1992); Sweeney and McFarlin (1993). The internal reliabilities were ranged from 0.73 to 0.85.

Table 3.5*Operational Definition and Items for Procedural Justice*

Variable & Source	Operational Definition	Codes	Items	α
McFarlin and Sweeney (1992); Sweeney & McFarlin (1993)	Procedural justice is operation defined as employees perceptions of fairness of procedures used to communicate performance feedback, determine pay rises, evaluate performance, and determine who is promoted. (Saks, 2006; McFarlin & Sweeney, 1992).	PJ1	The procedures used to communicate performance feedback is fairly described to me.	0.73 to 0.85.
		PJ2	The method used to determine pay raises is fair enough.	
		PJ3	The procedures used to evaluate my performance is fair.	
		PJ4	The procedures used in determining promotion is fair.	

3.6.6 Perceived Organisational Support

The original perceived organisational support (POS) scale had 36-items in total. However, the 17-items version of the POS survey was introduced by Eisenberger, Huntington, Hutchison and Sowa (1986) in the later stage, by selecting high-loading items. Most studies on POS use the 17 highest loading items in the POS with Cronbach's alpha of 0.93 (Eisenberger et al., (1986). Apart from that, Rhoades and Eisenberger (2002) also recommended the use of a shorter version of the POS measure.

Table 3.6

Operational Definition and Items for Perceived Organisational Support

Variable & Source	Operational Definition	Codes	Items	α
Eisenberger, Huntington, Hutchison and Sowa (1986).	Perceived Organisational Support refers to the global beliefs developed by employees concerning the extent to which the organization values their contributions and is concerned about their welfare (Eisenberger, Huntington, Hutchison and Sowa, 1986)	POS1	The organisation values my contribution to its well-being.	0.93
		POS2	If the organisation could hire someone to replace me at a lower salary it would do so.	
		POS3	The organisation fails to appreciate any extra effort from me.	
		POS4	The organisation strongly considers my goals and values.	
		POS5	The organisation would ignore any complaint from me.	
		POS6	The organisation disregards my best interests when it makes decisions that affect me.	
		POS7	Help is available from the organisation when I have a problem.	

Continued Table 3.6*Operational Definition and Items for Perceived Organisational Support*

Variable & Source	Operational Definition	Codes	Items	α
		POS8	The organisation really cares about my well-being.	
		POS9	The organisation is willing to extend itself in order to help me perform my job to the best of my ability.	
		POS10	Even if I did the best job possible, the organisation would fail to notice.	
		POS11	The organisation is willing to help me when I need a special favour.	
		POS12	The organisation cares about my general satisfaction at work.	
		POS13	If given the opportunity, the organisation would take advantage of me.	
		POS14	The organisation shows very little concern for me.	
		POS15	The organisation cares about my opinion.	
		POS16	The organisation takes pride in my accomplishment at work.	
		POS17	The organisation tries to make my job as interesting as possible.	

3.7 Questionnaire Design

The survey questionnaire is attached in Appendix A. The questionnaires in this present study are set in both English and Malay language due to the level of direct workers to easily understand and answer the question. The questionnaire was prepared in seven

sections (Section A to Section G). In ‘Section, A’ demographic profile was discussed. This section includes a total of 5-items such as gender, age, marital status, educational qualification and length of services. This relevant information is required to create a profile of the respondent to investigate whether the respondent is representative and to make announcements to a larger population of employees or organisations.

In ‘Section B to Section G’, the respondents were asked to indicate appropriate responses on a seven (7) point Likert scale from ‘1’ “strongly disagree” to ‘7’ “strongly agree”. ‘Section B’ includes a total of 5-items related to turnover intention. The ‘Section C’ is measured by perceived supervisor support with 16- items. Perceived co-workers support contains 10-items in ‘Section D’. ‘Section E’ contains a total of 5-items to answer distributive justice and procedural justice with 4-items in ‘Section F’. The perceived organisational support contains 17-items in ‘Section G’. According to Anderson, Coffey and Byerly (2002), the good rule of thumb is that the minimum number of items must be 3 to measure certain variables in a given study. In this regard, this study considers the appropriate number of items so that all study variables can be correctly represented as details in Table 3.7 arrangement of the questionnaire.

Table 3.7
Arrangement of Questionnaire

Section	No of items	Questionnaire
A	5	Demographic Profile
B	5	Turnover Intention
C	16	Perceived Supervisor Support
D	10	Perceived Co-worker Support
E	5	Distributive Justice
F	4	Procedural Justice
G	17	Perceived Organisational Support

3.7.1 Translation

The original questionnaire was prepared in English. However, to meet the Malaysian application through appropriate language translation, language proficiency and ability and the academic background of respondents, the entire instrument is translated into the Malay language. This is to ensure that each respondent understands what has been asked. To ensure similarity is achieved in Malay and English, a back-translation method was used (Brislin, 1970). Accordingly, the instrument was translated from the English version to the Malay version by bilingual experts who provide translation services. After that, the Malay questionnaire was translated back into English version by a bilingual member who also has extensive experience in translation and is also proficient in English and Malay. The engagement of the expert was to maintain the consistency of the meaning of items asked in the questionnaire. The translator engaged in the task we're working in a translation company in the state of Johor. The original version of the English language questionnaire and the questionnaire version of the translation is also compared. After the comparison is made, there are no suggestions on rewriting the key for any particular item. Overall, the questionnaire was prepared in two languages (Malay and English).

3.8 Population and Sampling Technique of the Study

To determine respondents for this study, there is a need to identify the selected population and sample.

3.8.1 Population of the Study

The process of sampling begins with the identification of the population. According to Sekaran (2003), who defines that, population relates to the overall group of people or organisation which might be of interest to the researcher. The population can be explained as the aggregation of elements from which the sample is selected (Babbie, 2004). In the quantitative research design, there are probability sampling and non-probability sampling. Probability sampling is the most rigorous method. It comprises simple random sampling, systematic sampling, stratified sampling and multi-stage cluster sampling (Creswell, 2008). In probability sampling, participants are chosen to represent the population study under inquiry (Cooper et al., 2006; Creswell, 2008). Meanwhile, in the non-probability sampling, the sample does not truly represent the population and the research may be limited to studying some characteristics of the population under review. According to Hair, Black, Babin and Anderson (2010) the probability sampling methods are generally useful for large samples that, are considered to be the representative of the target population. Therefore, this study employed probability sampling methods because it can be generalised to the targeted population with a specific level of confidence.

The manufacturing sectors in the state of Johor was employed with, approximately 269,100 plant and machine-operators and assemblers in the year 2017 (Department of Statistics Malaysia, 2018). The population of this study refers to the direct workers in the manufacturing sectors in the state of Johor. Because this area has the highest number of workers working in this sector. Hence, it has become crucial to overcoming this phenomenon as the manufacturing sector contributes to an important role in economic growth and increment gross domestics product (GDP). The direct workers were chosen

instead of the other level of employees due to the high rate of turnover. Moreover, direct workers play a vital role in company profit generation. Among various people working in the manufacturing sector, many of them are direct labours. The direct labour members are those individuals who are expected to build long term relationships with the organisation.

3.8.2 Sample Size

Determination of sample size is essential since it is almost impossible to collect data from each element of the population due to time constraints, lack of human resources and high costs. That is why Zikmund (2003) and Sekaran (2003) contend that sampling is done rather than collecting data from every element of the population. Apart from that, choosing a suitable sample from the population may yield more reliable results for the study (Sekaran, 2003). Most of the research sample sizes which are larger than 30 and less than 500 are appropriate (Sekaran, 2003). To determine the sample size, the researcher used the table by Krecjie and Morgan (1970). According to Cavana, Delahaye and Sekaran (2000), this method has minimal bias and the results can be generalized to the population. Based on Table 3.8 indicated by Krejcie & Morgan (1970), the number of samples required to represent direct labours (269,100 employees) is 384. Therefore, to address the low response rate, this study was based on the Krejcie and Morgan and was considered to be sufficient to meet a minimum number of 384 sample sizes. It is recommended to have a larger sample size, to avoid the problem of sample attrition Bryman and Bell (2003).

Table 3.8
Determining Sample Size of a Given Population

Population Size	Sample Size
15000	375
20000	377
30000	379
40000	380
50000	381
75000	382
> 100000	384

Source: Krejcie & Morgan (1970)

3.8.3 Sampling Techniques

Sampling technique is useful in data collection. The information is collected through interviews or questionnaires (Sarantakos, 1998). Therefore, the use of sampling in research is to collect information about variables from the population studied. It should be noted that the selection of sampling techniques in each research should be systematically conducted to ensure that the generalization of the study is reliable and valid (Butcher, 1973). In this study, probability sampling was used to avoid selection bias in obtaining sample numbers from the population.

After deciding the sample size required for this study, information about the population (direct labours) was examined before deciding on the most appropriate sampling technique to perform. To select a sample, this study uses disproportionate stratified random sampling techniques as it is believed to reduce sampling error due to population imbalance in a particular group (Babbie, 1995; Butcher, 1973). Moreover, stratified sampling is often used where there is considerable variation in the population (Sekaran, 2003). This is a sampling technique where the number of sampling units taken from each stratum is proportional to the size of the stratum population (Zikmund, Babin, Carr, &

Griffin, 2013). Also, disproportionate stratified sampling methods can be used if some stratum or strata are too large or too small (Kumar, Talib & Ramayah, 2013). The reasons to use this sampling because, it has a higher statistical efficiency than a simple random sampling; it is easier to do than other stratifying methods and it provides an example of a self-weighting sample (Cooper et al., 2006). Disproportionate stratified sampling, more specifically, optimum allocation, may be more appropriate for a study than proportionate stratified sampling when the strata differ in terms of data collection costs and the variability of the variables of interest (Kumar, et l., 2013). However, as what has been stated previously, the researcher of this study may use a disproportionate stratified random sampling procedure which the number of sample selection of subjects from each stratum will be altered (Sekaran & Bougie, 2013). This is because, some of the strata were found to be too small and too large (As will illustrated in the Table 3.9).

Table 3.9
Disproportionate Sampling Calculation

Company	Total of Direct Employee	Percentage (%) of Each Stratum	Disproportionate Sample Size
A	1950	31	118
B	1700	27	103
C	1550	24	93
D	1155	18	70
	6355	100	n = 384

3.8.4 Unit Analysis

A unit of analysis is, who or what that is being studied. In social science research, a unit of analysis is an organisation, an individual, a social interaction or a group of organisational or individual (Zikmund et al., 2013). Researchers must aim at a single set of respondents instead of multiple respondents, a single set of respondents can provide

the necessary information according to the research (Zikmund et al., 2013). The unit of analysis in this study is individual. The data were collected from permanent direct workers in the manufacturing sectors in the state of Johor.

3.9 Pilot Study

The basic purpose of this pilot test is to measure the reliability of the instruments which is important to conducting the main study. The pilot study is conducted to make sure the content, clarity, simplicity and comprehensiveness of the questionnaire before a formal survey. After the pilot test, the improvement questionnaire was used for a formal survey to collect data. In this study, a pilot study was conducted among 30 respondents among direct labours from manufacturing companies.

The responses of the pilot study were not included in the main research. Internal consistency of the interval scale measure based on the 30 questionnaires was determined through reliability using Cronbach's Alpha. In view of, the rule of thumb of Cronbach's Alpha by Sekaran and Bougie (2010) recommended that the range in the vicinity of 0.70 and 0.80 were considered as good reliability and the range 0.80 and 0.90 was considered as very good reliability. The result of the pilot study highlights that all the constructs, in the questionnaire have the reliability of 0.7 to 0.8 and the instrument is reliable for conducting a furthered study and has appeared in the Table below 3.10.

Table 3.10*Details of Pilot Test Reliability (Internal Consistency) test N =30*

Dimension	Alpha Coefficient Range	Strength of Association
Perceived Supervisor Support	0.756	Good
Perceived Co-worker Support	0.876	Very Good
Distributive Justice	0.892	Very Good
Procedural Justice	0.772	Good
Perceived Organisational Support	0.795	Good
Turnover intention	0.869	Very Good

3.10 Data Collection Procedure for Collecting the Data

This present study collects data by circulating a questionnaire to the direct labours of selected manufacturing companies, explaining the purpose of the study in the cover letter. As Sekaran (2003) points out that, personal distribution of questionnaires can create a researcher's status in the mind of the participant and in that sense, this procedure can lead to a 100 per cent response rate. In fact, through this method, researchers can establish credible relationships with respondents who may have a positive attitude effect on reaction rate. The cover letter attached to the questionnaire is to explain to the individual employee that the survey will be considered confidential and will be used for academic purposes only. This is considered the guiding principle of ethics when collecting hypothetical sensitive data.

A pack containing the questionnaire with instructions on how to complete the questionnaire and a self-addressed envelope was prepared for distribution. In order to achieve high response rate, the researcher distributed the two-fold quantity of sample size ($384 * 2 = 768$) (Gregg, 2008; Hair, Wolfinbarger, Ortinau & Bush, 2008). At the point of the delivery of survey papers to the respondents, the comments on the contact records

of each employee become more precise and the same cell phone number is used. A confirmation call was made to ensure that questionnaires were completed and submitted to render this study more successful. Generally, the data gathered in this analysis lasted nearly three months from the beginning of September 2018 until the middle of December 2018. Due to confidential and sensitive nature of the study, the data collection process was difficult as researcher faced huge obstacles and negative feedbacks from various companies in approaching target respondents and persuading them to participate in the survey.

Despite the challenges, the researcher managed to approach the companies whose employees are willing to participate in field studies. All four of these companies which authorised to distribute questionnaires, their human resources manager explicitly informed that the specification of the manufacturing process; some are business-related to the company name, customer name, address and employee details not to be allowed to publish even for academic purposes.

3.11 Technique of Data Analysis

Data in the questionnaires were coded and entered the Statistical Package for the Social Science (SPSS) for analysis. The purpose of data analysis, descriptive analysis, content validity, factor analysis, reliability test, correlation test, multiple regression and mediation regression will be performed. This analysis will be conducted using the 'Statistical Package for Social Sciences' (SPSS) program. The following describes each analysis that will be performed in this study.

3.11.1 Data Screening

Data screening is the primary step before conducting the result analysis. The purpose of data screening is to detect missing values, outlier, normality and validity (Hair et al., 2010). To validate, the effect of these data characteristics may have no negative effect on the result. Thus, the data screening process must exist. The detail of its process will be discussed below.

3.11.2 Missing Data

There are many ways to treat missing data, such as by deleting them, distributing them, and replacing them (Kline, 1998). The first important step in the data screening process is to identify the missing data. Treatment of missing data is important as respondents may reject answering personal questions pertaining to their marital status, age or others. Likewise, a lack of knowledge towards a particular topic or question also makes the respondents incapable of answering the questions.

3.11.3 Descriptive Statistics

Descriptive statistics are statistics that illustrate the phenomenon of importance (Sekaran, 2003). Descriptive statistics provides an abstract description of the main summary statistics. In this analysis, the demographic profile of respondents (direct workers) was analysed such as gender, age, marital status, education level and length of services. The participation rate was determined by calculating the percentage and frequency of the responses. Apart from that, it represents the method and standard deviation for all

variables. This type of data analysis is performed to show how the original data set is formulated to facilitate understanding and interpretation. In descriptive statistics such as mean, maximum, minimum and standard deviation are available for variables measured at intervals (Sekaran, 2003; Trochim, 2006). In this study, descriptive statistics will be conducted to capture the nuances of the data generally, particularly on the main variables.

3.11.4 Factor Analysis

This analysis was conducted to identify how many factors are needed to identify the best representation of data and to identify the nature of the constructs influencing a set of responses (Hair et al., 2010). It is also intended to measure the validity of an instrument construct that is essential to identify a small number of themes, dimensions, components or factors underlying a large group of variables (Meyers, Gamst & Guarino, 2006). Factor analysis is also commonly known as a data reduction technique that statistically identifies several factors that are subtracted from a large number of items, known as measured variables (Kumar et al., 2013). In other words, factor analysis was performed to identify the overall structure of the relationship between items. It is done by identifying the formation of dimensions known as factors (Hair et al., 2010).

Factor analysis is a statistical art that is widely used for exploratory factor analysis (EFA) as it is carried out when there is uncertainty about the number of underlying factors that may be present in the data (Kumar et al., 2013). Therefore, in this present study, EFA is used for analysis. Hence, it provides flexibility in responding to the patterns described in the preliminary data analysis (Cooper et al., 2006). Firstly, the value of Measure of Sampling Adequacy (MSA), for individual items should be 0.50 and above (Hair et al.,

2010). Then followed by Barlett's test of sphericity must be significant and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy should be larger than 0.50 (Hair et al., 2010). It is suggested that excellent KMO values range from 0.8 to 0.9 is very good, values range from 0.7 to 0.8 is considered good and values ranging from 0.5 to 0.7 is considered normal.

Factor analysis in the present study was conducted using the (principal axis factoring method). During the factor analysis, few criteria such as eigenvalues and screen test were considered when making factor extraction decisions. The number of factors to be retained was based on the factors with eigenvalues greater than 1 and also an optimum number of factors shown by screen test. Meanwhile, varimax was used for this study as it considered the most appropriate method for the data reduction process. Value of factor loadings of .50 and higher are considered practically significant. However, loadings between .30 and .40 are acceptable for factor interpretation. Meanwhile, communalities value greater than .50 was retained in the analysis.

3.11.5 Assessment of Normality

The data of this study were assessed to test the normality of distribution. It is important to test the shape of the data distribution of variables used in the analysis because both factor analysis and structural equation modelling required variables to be normally distributed (Tabachnick & Fidell, 2007; Hair, Black, Babin, Anderson & Tatham, 2006). Meanwhile, kurtosis measures whether the distribution of data is peaked or flat compared with the normal distribution. A positive kurtosis value explains a relatively peaked distribution while a negative kurtosis indicates a relatively flat distribution.

The zero value of skewness and kurtosis indicates a normal data distribution. However, a value of ± 2.58 at the probability level of 0.01 and ± 1.96 at the probability level of 0.05 are considered as problematic and non-normal data thus need to be rejected the normality assumption (Hair et al., 2010). To testing normality, the following numerical and visual outputs should be tested, i.e. skewness and kurtosis, histogram, Q-Q plots, boxplot and Shapiro-Wilk test (p-value should be more than 0.05).

3.11.6 Reliability and Validity

Reliability can be used to assess the consistency of results and accuracy of representing the total population of the study (Zikmund et al., 2013). A research instrument is reliable if the results of a study can be repeated using the same methodology. In addition, Sekaran (2003) mentioned that a questionnaire is more appropriate to measure the variable if the reliability coefficient value is close to 1.0. On the other hand, appropriateness to measure the variable is poor when the reliability coefficient value is below 0.60. However, values in the range of 0.70 are an acceptable level and more than 0.80 is considered as good value (Sekaran, 2003). However, it is possible to have a survey instrument that has high reliability but low validity (Gerlach, Adam, Marschke & Melfsen, 2008).

Validity can be determined by asking sets of questions and the answers are compared with the studies conducted by others (Sekaran, 2003). Construct validity is the basic concept, notion, question or hypothesis that determines which data need to be collected and how to collect it. Usually, researchers determine the cause and effect of interaction between variables and data to ensure the validity of their findings by using statistical or numerical analysis. However, the validity of the measuring instruments of this study was

content. Content validity is often established before reliability is checked and the content validation process must be the first step during the establishment of the relationship between the construct and its measuring items. Content validity is an assessment of the degree of correspondence between the items selected and construct through e.g. rating by experts, judges and pre-tests with multiple subpopulations or other means (Hair et al., 2006). Without content validity, the measurement scale cannot possess construct validity (Garver & Mentzer, 1999). The internal consistency reliability value for the instrument is gauged, based on the results in previous studies. Cronbach's alpha is obtained for the measures. All measures selected should having reasonably adequate reliability reading of above 0.60 (Nunnally, 1970) as presented in Table 3.11.

Table 3.11

Coefficient Value. The Rules of Thumb for Cronbach's Alpha

Alpha Coefficient Range	Strength of Association
< 0.60	Poor
0.60 to < 0.70	Moderate
0.70 to < 0.80	Good
0.80 to < 0.90	Very Good
0.90	Excellent

Source: Zikmund, Babin, Carr & Griffin (2010).

3.11.7 Bivariate Correlation

The purpose of correlation is to explain the direction and the strength of a linear association between two variables. In the present study, using bivariate correlation, the relationship was tested between the variable of perceived supervisor support, perceived co-workers support, distributive justice, procedural justice with perceived organisational support and turnover intention. Then correlation was tested between perceived organisational support and turnover intention among employees in manufacturing industries in the state of Johor. The correlation coefficient evaluates the power, direction

and significance of the relationship (Sekaran, 2003). On the other hand, Cohen (1988) has classified correlation coefficient as follows: weak correlation (0.10 to 0.29), medium correlation (0.30 to 0.49), and strong correlation (0.50 to 1.0).

3.11.8 Multiple Regression Analysis

Regression analysis is also known as a simple regression analysis when there is only one independent variable and is called multiple regression when there is more than one independent variable (Cooper & Schindler, 2008). Multiple regression analysis is more complex than correlation and is used to find the ability of independent variable sets in predicting dependent variables. Conferring to Sekaran and Bougie (2010) analysis of multiple regression in the direction of uncovering the difference of independent factors are illuminated while hypothesis simultaneously impacts the variable of dependent factors. Moreover, analysis of multiple regression is done to comprehend the correlation between dependent, independent and mediating variables other than realizing which is the finest indicator (Aczel & Sounderpandian, 2006). In this study multi regression analysis was tested between variables. Hypothesis testing, utilising a determined level of acceptance or rejection of the hypothesis at $p < 0.05$ and $p < 0.01$ (Hair et al., 2010).

To make accurate conclusions about multiple regression outputs for data sets, it is required to test the assumption of normality, linearity, homogeneous, residual independence, outliers and multicollinearity (Coakes & Steed, 2007). Normality requires that the dependent variable is normally assigned to each independent variable value. Besides, normality can be tested from a common probability plot (normal Q-Q plot) (Hair et al., 2010).

Linearity requires an association between the independent variable and the dependent variable to be linear. The scatter plot is used to examine the linearity (Hair et al., 2010). Homogeneous indicates the same variances of the dependent variable on each dependent variable observation. The residual plot of predicted dependent values is used to test linearity and homoscedasticity, while the probability plot is commonly used to test normality (Hair et al., 2010). Residual independence refers to a series of observational errors independently and unrelated to one another. Durbin-Watson is used to test the independence of error terms. The general rule is that if the Durbin-Watson value is between 1.5 and 2.5, the assumption of freedom in terms of error is not violated (Norusis, 1995).

The casewise diagnostics were used to identify the outliers for this study, the data points are expected within 3 standard deviations above and below the mean value. In other words, the data points falling outside the range of 3 standard deviations away from the mean were considered outliers. The cases were rejected in the data analysis. Then, each regression analysis that was carried out in the present study will have a different sample size (N).

Multicollinearity exists when any single predictor is highly correlated with another set of predictors. Variation inflation factor (VIF) and tolerance value are two statistical methods that can be used to evaluate collinearity and multicollinearity (Hair et al., 2010). The tolerance values must be more than 0.1 and for VIF must be less than 10. If the value exceeds 10 and the tolerance value below 0.1 indicates a potential problem of multicollinearity problem (Hair et al., 2010). The tolerance value is the amount of variability of the selected independent variable (Hair et al., 2010).

R is a measure of the correlation between the observed value and the predicted value of the criterion variable. R Square (R²) is the square of this measure of correlation and indicates the proportion of the variance in the criterion variable which is accounted for by our model (Hair et al., 2010). The R square ranges from 0 to 1 and this showed how much of the dependent variable was explained by the independent variables. The higher the R square the stronger the association between the dependent variable and the independent variable. To interpret the value of beta, if the value of the variable indicates greater than 0.05 it is not making a unique contribution and can be unique contribution only if the value of beta is lesser than 0.05, while contribution is in the prediction of the dependent variable (Pallant, 2011).

3.11.9 Mediation Analysis

In this present study, the indirect effect was tested using mediation analysis SPSS with the PROCESS macro. Bootstrapping to test whether an important path exists between independent variables, mediator and dependent variable (Hair et al. 2010). The mediation was also tested using the bootstrapping method with bias-corrected confidence estimates (Preacher & Hayes, 2004). With using 5,000 bootstrapping sample a 95 per cent confidence interval of the indirect effects was, obtained (Preacher & Hayes, 2008). Bootstrapping is a powerful method for testing indirect effects and calculating more accurate confidence intervals (CI) with indirect effects ($x \rightarrow m \rightarrow y$) than commonly used methods, such as causal strategies (Baron and Kenny, 1986). According to the Sobel test, the bootstrapping does not imply normal assumptions for sampling distribution (Preacher & Hayes, 2008). Bootstrapping links seem to be ideal for testing indirect effects, as they have a distributions distribution which is skewed away from zero (Shrout

& Bolger, 2002). As stated by Hayes (2009), simulation studies show that bootstrapping is one of the more powerful and legitimate methods to test the effect of mediator variables (MacKinnon, Lockwood, & Williams, 2004). In this study, POS was examined as mediator.

3.12 Chapter Summary

This chapter summarises the research framework and hypotheses of the study. The methodology and the research approach applied in this research are presented here. In this chapter, the researcher addresses the quantitative study to analyse the relationship between independent, mediating also dependent variable. This research contributes substantially to academic additionality, industry value and knowledge. Therefore, the next chapter will focus on the findings based on the analysis of the quantitative study and whether the hypotheses will be rejected or accepted.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter presents the results of the data analysis. Statistical Package for the Social Sciences (SPSS) was used to analyse the data. The first section describes the introduction section followed by the response rate, data coding and data screening procedures. The following section presents the background of respondents, which include the demographics of respondents. To verify the validity of the instrument, the exploratory factor analysis was performed. This section also demonstrates the reliability test, intercorrelation between variables, regression analysis and analysis of mediating variable. The data analysis related to the study of the antecedents of perceived organisational support namely; perceived supervisor support, perceived co-workers support, distributive justice and procedural justice on the relationship with turnover intention and mediating variable with perceived organisational support.

4.2 Response Rate

According to Bartlett, Kotrlik and Higgins (2001) suggestions for a regression type of analysis is that the sample size should range from five to ten times the number of independent constructs used in the study. However, the rule of thumb for this kind of analysis is, the sample size should be at least twenty times more than the independent constructs used in the study (Ho, 2006). The more conservative figure of, ten would be preferable for regression type analysis to avoid over-fitting (Kunce, Cook & Miller,

1975). Based on the table of sample-size developed by Krejcie and Morgan (1970), the size of the sample should be 384. Bryman and Bell (2003), suggested that a larger sample size than a relative sample size is required to overcome the problem of sample attrition. Conferring to Hair et al., (2010), to obtain the required response rate, the actual sample size (384) must be multiplied by two.

Following their proposal, 768 questionnaires were sent to the target respondents. The questionnaires were disseminated to direct employees from four manufacturing companies in the state of Johor. The questionnaires were collected after several follow up calls and visitation to the respondents' companies. Out of 768 questionnaires distributed, 437 were returned. Table 4.1 below shows the response rate of the questionnaires.

Table 4.1
Response Rate of Questionnaires

Description	No of samples	Rate (per cent)
Number of questionnaires distributed	768	100
Returned questionnaires	437	57
Usable questionnaires	392	51

As depicted in Table 4.1, the survey yielded a response rate of 57 per cent. However, only 392 questionnaires were usable as 45 questionnaires were found incomplete. Therefore, the survey yielded an effective response rate of 51 per cent and it is considered acceptable for the analysis in this study. Sekaran and Bougie (2016), proposed that a response rate of 30 per cent is adequate for surveys.

4.3 Data Coding

About the categorisation of data coding, Churchill and Lowe (1999) exposed that the data coding has two categories. The first category presumes that the code number should be assigned to each of the constructs for easy identification and data analysis. The questions should be arranged in confirmatory with a construct. The variables used in the current study were coded as follows in Table 4.2.

Table 4.2
Variable Coding

Variable	Code
Turnover Intention	TI
Perceived Supervisor Support	PSS
Perceived Co-worker Support	PCS
Distributive Justice	DJ
Procedural Justice	PJ
Perceived Organisational Support	POS

4.4 Data Screening

Data screening is used to check and correct if there is an error in the data file (Pallant, 2007). Malhorta (1988) asserted that the most preferred method for dealing with missing data is by using the casewise deletion method. Following the preliminary data screening, all 392 functional questionnaires obtained were coded and entered into the SPSS. This procedure comprises with steps that include some assumptions to be examined such as identifying missing data, assessment of outliers, normality, linearity and homoscedasticity. The data for this study were screened using descriptive statistical techniques for easy interpretation.

4.4.1 Missing Value Analysis

Missing values are not acceptable for some analysis techniques (Hair, Hult, Ringle & Sarstedt, 2016). Likewise, according to Cohen and Cohen (1983), missing values can be the main issue if the total missing value is higher than 10 per cent. However, researchers agree that a rate of 5 per cent or less is insignificant even if it is unacceptable to the percentage of missing values in the data set to draw valid statistical inference (Schafer, 1999; Tabachnick & Fidell, 2007). To address this issue, the original questionnaire was checked and assessed before deleting the error score and replacing it with the correct score by referring to the questionnaire that provided the identification number in each questionnaire (Pallant, 2007). Overall, this study found no missing data.

4.4.2 Assessment of Outliers

The outlier is defined as an observation, that is significantly distinct from others and has extreme value characteristics (Hair et al., 2010). Similar to missing data, outliers can also have a serious impact on the validity of any kind of empirical research findings (Pallant, 2011; Hair et al., 2010). Therefore, due to the seriousness of the effect of outliers, it is necessary to examine the data for its presence of outliers. In this study, the outlier was detected by analysing the box-plot. As a result, a total of 3 outliers have been identified and removed. While 389 cases (51 per cent) of complete responses were taken for the further subsequent analysis as shown in ‘Appendix B’.

4.4.3 Assessment of Linearity

The presence of linear relationships between variables is an important prerequisite for multivariate analysis such as multiple regression analysis. Another assumption to satisfy in regression analysis is the linearity test. The linearity evaluation is performed based on examination through scatterplot tests and represents the extent to which changes in, dependent variables are associated with independent variables. The scatter plot diagram is used to test the linearity between the variables (Pallant, 2007). As shown in ‘Appendix C’, the shape of the plot and the slope of the line scatter confirm the linearity between the variables.

4.4.4 Assessment of Normality

Hair et al., (2006) stated that for data analysis to work properly, the distribution of the data should be normally distributed. Skewness values provide indications of distribution symmetry, while kurtosis values provide information related to “boredom” or “peak” distribution compared to the normal distribution (Hair et al., 2010). The existence of normality will make it possible to obtain a stronger data assessment. According to Tabachnick and Fidell (2007), the skewness and kurtosis must not be greater than -2 or +2 and any scores that do not fall within -2 or +2 must be removed. George and Mallery (2010) also proposed that the values for skewness and kurtosis between -2 to +2 are acceptable to prove the normal distribution. In this study, all the variables had skewness and kurtosis index within the suggested range. The results in Table 4.3 show that the data for all variables are normally distributed as the values obtained fall within -2 to +2.

Therefore, the data appear to have a normal distribution and are considered suitable for parametric analysis tests.

Table 4.3

Skewness and Kurtosis

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
PSS	389	3.38	7.00	5.5174	.73143	-.129	.124	-.305	.247
PCS	389	3.60	7.00	5.5612	.79597	-.020	.124	-.845	.247
DJ	389	2.40	7.00	5.5856	.93610	-.547	.124	.559	.247
PJ	389	3.00	7.00	5.5784	1.04086	-.545	.124	-.320	.247
POS	389	3.75	7.00	5.5591	.72283	-.014	.124	-.683	.247
TI	389	1.00	7.00	3.7697	1.47012	-.135	.124	-.828	.247
Valid N (listwise)	389								

4.4.5 Homoscedasticity

The homoscedasticity test performed in this study confirms the homogeneity of data. The homoscedasticity was tested using the one-way Anova. As shown in Table 4.4, the result showed that $p\text{-value} = 0.466 > 0.05$. Equality of variance assumption is met. Therefore, the data for this study were homogeneous.

Table 4.4

Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
.852	3	385	.466

4.4.6 Assessment of Multicollinearity

According to Hair et al., (2010), engaging in multiple regression is to examine the multicollinearity of the predictors and it is highly suggested to testing the hypothesised

model. Multicollinearity is detected when the independent variable is too high to correlate with the other independent variables. The presence of multicollinearity between exogenous latent constructs can change the estimates of regression coefficients and the statistical significance test considerably (Hair et al., 2006). Indeed, with multicollinearity, standard coefficient error increases, which gives it a statistically insignificant coefficient (Tabachnick & Fidell, 2007). To obtain multicollinearity, this current study used a method with a correlation matrix for latent exogenous construction (Peng & Lai, 2012). Scholarly positions on multicollinearity which is 0.90 and above indicates multicollinearity (Hair et al., 2010). Based on Table 4.5 shown, the correlation matrix of all exogenous latent constructs, which is well below the recommended threshold value of 0.90. That means the latent exogenous construct is not dependent and there is no multicollinearity among the variables.

Table 4.5
Correlation Matrix of the Exogenous Latent Constructs

Correlations						
Latent Constructs	PSS	PCS	DJ	PJ	POS	TI
PSS	1	.696**	.412**	.635**	.858**	-.271**
PCS	.696**	1	.731**	.820**	.742**	-.365**
DJ	.412**	.731**	1	.288**	.414**	-.303**
PJ	.635**	.820**	.288**	1	.712**	-.255**
POS	.858**	.742**	.414**	.712**	1	-.266**
TI	-.271**	-.365**	-.303**	-.255**	-.266**	1

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

4.5 Descriptive Statistical Analysis

4.5.1 Demographic Profile of Respondents

This section explains the respondents' profile of permanent direct employees according to their gender, age, marital status, education level and year of working experience as

showed in Table 4.6. In terms of gender, 57.8 per cent of the respondents were male and the remaining were female direct labours. This number clearly shows that the male direct workers outnumbered the female direct workers.

Table 4.6
Respondents' Demographic Profile

	Demographics	Frequency	Per cent	Cumulative Percent
Gender	Male	225	57.8	57.8
	Female	164	42.2	100
	Total	389	100	
Age	below 20 years	8	2.1	2.1
	21-29 years	227	58.4	60.4
	30-39 years	117	30.1	90.5
	40-49 years	28	7.2	97.7
	Above 50 years	9	2.3	100
	Total	389	100	
Marital Status	Single	122	31.4	31.4
	Married	206	53	84.3
	Others	61	15.7	100
	Total	389	100	
Educational Level	No formal Education	5	1.3	1.3
	Primary	37	9.5	10.8
	Secondary	325	83.5	94.3
	Others	22	5.7	100
	Total	389	100	
Length of services	Below 1 year	87	22.4	22.4
	1-5 years	166	42.6	65
	6-10 years	98	25.2	90.2
	11 years and above	38	9.8	100
	Total	389	100	

Next, most of the respondents fall within the age range of 21 to 29 years which comprised of 58.4 per cent of the respondents, while 30.1 per cent were between 30 to 39 years, 7.2 per cent of respondents were within the age of 40 to 49 years, 2.3 per cent were above 50 years and finally, another 2.1 per cent of the respondents were less than 20 years.

The statistic also showed that 53 per cent of the respondents are married, 31.4 per cent are single and the remaining 15.7 per cent is with 'other' status. In terms of education, it also indicated that 83.5 per cent of respondents have completed their secondary school education while 9.5 per cent of respondents have only completed primary education. It was followed by 1.3 per cent of respondents with no formal education and 5.7 per cent with the categories other. Majority of the respondents, that is 42.6 per cent of the sample, have a working experience of 1 to 5 years, whereas 25.2 per cent have 6 to 10 years of experience, 22.4 per cent with less than 1-year of experience, and another 9.8 per cent with more than 11 years of working experience.

4.5.2 Descriptive Analysis for Latent Constructs

Descriptive statistics of general variables used in this study were examined through descriptive statistics consisting of means, standard deviations, minimum and maximum which are calculated for the dependent variable, independent variable and mediator variable. These variables were measured using a 7-point Likert scale. As shown in Table 4.7 below, the descriptive statistic for the latent constructs distributive justice has the highest mean (5.5856), followed by procedural justice (5.5784), perceived co-worker support (5.5612), perceived organisational support (5.5591) and perceived supervisor support (5.5174). This range of means showed that, on average, the respondents have a 'moderately agree' perception towards these constructs. Then, when turnover intention exhibited the lowest means (3.7697), it showed that most of the respondents have selected the 'moderately disagree' measure to answer the questionnaire. The standard deviation ranges from 0.72283 to 1.47012. The standard deviation is considerably small, indicating

that the majority of the responses are close to each other and also around the average response.

Table 4.7
Descriptive Analysis of Variables

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
TI	389	1.00	7.00	3.7697	1.47012
PSS	389	3.38	7.00	5.5174	.73143
PCS	389	3.60	7.00	5.5612	.79597
DJ	389	2.40	7.00	5.5856	.93610
PJ	389	3.00	7.00	5.5784	1.04086
POS	389	3.75	7.00	5.5591	.72283
Valid N (listwise)	389				

4.6 Exploratory Factor Analysis

Factor analysis is used to identify the linear combinations of variables. This enables to investigate the interrelationships of the measuring device and ensuring internal consistency and validity (Zikmund, 2003). This study used exploratory factor analysis (EFA) by utilising the principal component analysis (PCA) and was performed to identify a small number of themes, dimensions, components or factors underlying a relatively large set of variables (Meyers, Gamst & Guriano, 2006).

The Kaiser-Meyer-Olkin (KMO) and Bartlett's test play an important role in accepting the sample adequacy. For factor analysis to be recommended as suitable, Bartlett's test of sphericity must be significant at $p < 0.05$ (Hair et al., 2006). If Bartlett's test is not significant, the variable will be excluded from the factor analysis (Tabachnick & Fidell, 2007). Hair et al., (2006) provide a guideline for interpreting the KMO values. KMO value with 0.90 is marvellous; 0.80 is meritorious; 0.7 is middling; 0.60 is mediocre; 0.50

is acceptable but miserable and below 0.50 is unacceptable. The type of rotation for the factor analysis used in this is the varimax rotation. The purpose of using the varimax rotation is to reduce the variance of factor loadings by, making high loading higher and low ones lower for each factor (Tabachnick & Fidell, 2007). Furthermore, the varimax rotation can simplify the factors by reducing the variance of the loading within factors across variables (Tabachnick et al., 2007). Besides, Hair et al., (2010) indicated that factors can be renamed based on the combination of items after loading. The factor will be renamed if the loading is ± 0.50 or greater because it is practically significant (Hair et al., 2010).

This study is used to measure of sampling adequacy (MSA) and the value must exceed 0.5. If MSA values are less than 0.5, the variable need to be deleted (Hair et al., 2006). MSA used to evaluate the degree of inter-correlation between the variables (Hair et al., 2010). In the current study, the outputs of factor analysis are presented for each set of independent, mediator and dependent variables. Factor analysis was conducted as a data reduction technique to develop a reliable and valid scale measure TI, PSS, PCS, DJ, PJ, and POS.

4.6.1 Factor Analysis of Turnover Intention (TI)

As presented in Table 4.8, the result of the KMO is 0.615 exceeds the recommended value of 0.50 (Hair et al., 2010). The Bartlett's test of sphericity is significant at $p=0.000$ and therefore, the value is accepted. It means that the KMO and Bartlett's test met the condition for factor analysis. All the five items of turnover intention show a factor loading of above 0.5, in the range of 0.810 to 0.948. The result of the varimax rotated analysis

disclosed that the existence of three factors with eigenvalue of 87.685 per cent of the variance in the data. Moreover, the test of the measure of sampling adequacy (MSA) for each item falls within an acceptable range of 0.515 to 0.737 as shown in ‘Appendix D’.

Table 4.8

Result Factor Analysis of Turnover Intention (TI)

Rotated Component Matrix^a				
Code	Items	Factor Loading		
		1	2	3
TOI1	I am actively looking for a job outside this organisation.	0.948		
TOI2	As soon as I can find a better job, I will leave this organisation.		0.810	
TOI3	I am seriously thinking about quitting my job.			0.909
TOI4	In the last few months, I think seriously about looking for a job in other sectors.		0.899	
TOI5	Taking everything into consideration, there is a likelihood that I will make serious efforts to find a new job within the next year.	0.946		
Eigenvalues		2.229	1.708	0.447
Percentage of Variance Explained		44.582	34.155	8.949
Percentage Eigenvalues Cumulative		44.582	78.736	87.685
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.615		
Bartlett's	Approx. Chi-Square	758.856		
Test of	df	10		
Sphericity	Sig.	0		

4.6.2 Factor Analysis of Perceived Supervisor Support (PSS)

In Table 4.9, represents the factor analysis of perceived supervisor support (PSS). The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.756, exceeds the recommended value of 0.50 (Hair et al., 2010). Test of Bartlett sphericity was also found to be significant ($p = 0.000$). All the factor loading were above 0.50. The result also revealed an acceptable factor loading which is ranged from 0.558 to 0.922. Additionally, the result of the varimax rotated analysis revealed the existence of three-factor with eigenvalue of 59.441 per cent (greater than 1) of the variance in the data. As revealed in ‘Appendix D’, the MSA for all items were in the range between 0.598 to 0.897.

Table 4.9*Result of Factor Analysis of Perceived Supervisor Support (PSS)*

Rotated Component Matrix^a				
Code	Items	Factor Loading		
		1	2	3
PSS1	The supervisor values my contribution to its well-being.	0.812		
PSS2	If the supervisor could hire someone to replace me at a lower salary it would do so.		0.726	
PSS3	The supervisor fails to appreciate any extra effort from me.	0.749		
PSS4	The supervisor strongly considers my goals and values.		0.727	
PSS5	The supervisor would ignore any complaint from me.		0.624	
PSS6	The supervisor disregards my best interests when it makes decisions that affect me.	0.771		
PSS7	Help is available from the supervisor when I have a problem.	0.627		
PSS8	The supervisor really cares about my well-being.		0.679	
PSS9	The supervisor is really to extend itself in order to help me perform my job to the best of my ability.	0.734		
PSS10	Even if I did the best job possible, the supervisor would fail to notice.	0.558		
PSS11	The supervisor is willing to help me when I need a special favour.		0.619	
PSS12	The supervisor cares about my general satisfaction at work.			0.918
PSS13	If given the opportunity, the supervisor would take advantage of me.	0.631		
PSS14	The supervisor shows very little concern for me.		0.749	
PSS15	The supervisor cares about my opinion.	0.724		
PSS16	The supervisor takes pride in my accomplishment at work.			0.922
Eigenvalues		5.328	2.726	1.457
Percentage of Variance Explained		33.299	17.035	9.107
Percentage Eigenvalues Cumulative		33.299	50.334	59.441
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.756		
Bartlett's Approx. Chi-Square		3849.023		
Test of df		120		
Sphericity Sig.		0		

4.6.3 Factor Analysis of Perceived Co-worker Support (PCS)

Exploratory factor analysis was carried out on ten items to measure perceived co-worker support (PCS). As presented in Table 4.10, the KMO is 0.653 beyond the value of 0.50 which is suitable for factor analysis. All the factor loading were in the range of 0.632 to 0.975. The Bartlett's test of sphericity is at 5695.155. The p-value was significant at .000 which is below 0.5, hence it is within the acceptable range. It means that the KMO and Bartlett's test met the condition for factor analysis. The result of the varimax rotated analysis showed the presence of three-factor loading with eigenvalues 79.417 per cent. As presented in 'Appendix D', the MSA between the range of 0.595 to 0.897 for each item.

Table 4.10
Result of Factor Analysis of Perceived Co-workers Support (PCS)

		Rotated Component Matrix^a		
Code	Items	Factor Loading		
		1	2	3
PCS1	Your co-workers really care about you.	0.632		
PCS2	You feel close to your co-workers.		0.954	
PCS3	Your co-workers take a personal interest in you.	0.664		
PCS4	You feel appreciated by your co-workers.	0.911		
PCS5	Your co-workers are friendly to you.		0.806	
PCS6	Your co-workers would fill in while you're absent.			0.975
PCS7	Your co-workers are helpful in getting your job done.	0.887		
PCS8	Your co-workers give useful advice on job problems.	0.912		
PCS9	Your co-workers assist with unusual work problems.		0.948	
PCS10	Your co-workers will pitch in and help.			0.974
Eigenvalues		3.866	2.421	1.655
Percentage of Variance Explained		38.656	24.208	16.553
Percentage Eigenvalues Cumulative		38.656	62.864	79.417
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.653		
Bartlett's	Approx. Chi-Square	5695.155		
Test of	df	45		
Sphericity	Sig.	0		

4.6.4 Factor Analysis of Distributive Justice

The result of the exploratory factor analysis of the distributive justice is exhibited in Table 4.11 and it showed that the KMO measure of sampling adequacy value was 0.668. The value above 0.50 met the requirement of factor analysis and Bartlett sphericity test was significant ($p = 0.000$). The factor loading for five items of distributive justice falls in the range of 0.932 to 0.991. Apart from that, the factor analysis exposed that three-factor loadings with an eigenvalue greater than 1 are explaining that 98.350 per cent of the variance in the data was acceptable based on the standard set. As details in 'Appendix D' the MSA all each item in an acceptable range of 0.500 to 0.863.

Table 4.11
Result of Factor Analysis of Distributive Justice (DJ)

		Rotated Component Matrix ^a		
Code	Items	Factor Loading		
		1	2	3
DJ1	In my opinion, my current job responsibility is assigned to me fairly.			0.931
DJ2	I think my reward, I received from the job I do for my organisation is fair enough.	0.991		
DJ3	I think, my current workload is fair to me.	0.974		
DJ4	I think, the pay I received from the work I do is fair enough.	0.985		
DJ5	The scheduling of my job responsibility is fair enough.		0.932	
Eigenvalues		3.002	1.586	0.33
Percentage of Variance Explained		60.033	31.719	6.599
Percentage Eigenvalues Cumulative		60.033	91.751	98.350
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.668		
Bartlett's Approx. Chi-Square		2590.666		
Test of df		10		
Sphericity Sig.		0		

4.6.5 Factor Analysis of Procedural Justice

Exploratory factor analysis was carried out on five items for measuring procedural justice (PJ). As presented in Table 4.12, the KMO measure of sampling adequacy was 0.567, exceeds the value of 0.50. The Barlett sphericity test was also found to be significant ($p = 0.000$). Both KMO measure and Bartlett test of sphericity result, specify that the values of the items fulfilled the requirement of factor analysis (Hair et al., 2010). The result of the varimax rotated analysis disclosed the existence of three-factor was above 0.50, in the range of 0.951 to 0.975 and eigenvalue explained by 98.894 per cent of the variances in the data. The test of MSA for each item falls within the range of 0.560 to 0.567 as shown in 'Appendix D'.

Table 4.12
Result of Factor Analysis of Procedural Justice (PJ)

		Rotated Component Matrix ^a		
Code	Items	Factor Loading		
		1	2	3
PJ1	The procedures used to communicate performance feedback is fairly described to me.		.965	
PJ2	The method used to determine pay raises is fair enough.	0.969		
PJ3	The procedures used to evaluate my performance is fair.		0.951	
PJ4	The procedures used in determining promotion is fair.	0.975		
Eigenvalues		2.644	1.218	0.094
Percentage of Variance Explained		66.112	30.444	2.338
Percentage Eigenvalues Cumulative		66.112	96.556	98.894
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.567		
Bartlett's	Approx. Chi-Square	1666.055		
Test of	df	6		
Sphericity	Sig.	0		

4.6.6 Factor Analysis of Perceived Organisational Support (POS)

As presented in Table 4.13, the suggested value of 0.50 (Hair et al., 2010), the KMO measure of sampling appropriateness was 0.751 and it exceeds.

Table 4.13

Factor Analysis of Perceived Organisational Support (POS)

Rotated Component Matrix^a				
Code	Items	Factor Loading		
		1	2	3
POS1	The organisation values my contribution to its well-being.	0.714		
POS2	If the organisation could hire someone to replace me at a lower salary it would do so.	0.769		
POS3	The organisation fails to appreciate any extra effort from me.		0.732	
POS4	The organisation strongly considers my goals and values.	0.696		
POS5	The organisation would ignore any complaint from me.		0.714	
POS6	The organisation disregards my best interests when it makes decisions that affect me.		0.594	
POS7	Help is available from the organisation when I have a problem.	0.719		
POS8	The organisation really cares about my well-being.	0.578		
POS9	The organisation is really to extend itself in order to help me perform my job to the best of my ability.		0.663	
POS10	Even if I did the best job possible, the organisation would fail to notice.	0.741		
POS11	The organisation is willing to help me when I need a special favour.	0.644		
POS12	The organisation cares about my general satisfaction at work.		0.62	
POS13	If given the opportunity, the organisation would take advantage of me.			0.901
POS14	The organisation shows very little concern for me.	0.617		
POS15	The organisation cares about my opinion.		0.763	
POS16	The organisation takes pride in my accomplishment at work.	0.75		
POS17	The organisation tries to make my job as interesting as possible.			0.895
Eigenvalues		5.486	2.831	1.676
Percentage of Variance Explained		32.27	16.654	9.86
Percentage Eigenvalues Cumulative		32.27	48.924	58.784
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.751		
Bartlett's Approx. Chi-Square		4638.49		
Test of df		136		
Sphericity Sig.		0		

Barlett sphericity test was also found to be significant at $p = 0.000$. The factor loading is in the range of 0.578 to 0.901. The factor loading is substantially good, ranging all above than 0.50. Additionally, the result of the varimax rotate analysis revealed the existence of three factors with an eigenvalue greater than 1 explained by 58.784 per cent of the variance in the data. As displayed in 'Appendix D', the MSA range for all item between 0.607 to 0.895, within the acceptable range.

4.7 Reliability Test

As suggested by Sekaran (2000), the reliability test was performed in this study to measure the internal consistency across items by Cronbach alpha and also to examine the goodness of the data. According to Sekaran and Bougie (2010), the minimum value of 0.60 is generally adequate for research. Meanwhile, the reliability greater than 0.80 is considered good (Hair et al., 2010; Pallant, 2007). As presented in Table 4.14 and 'Appendix E', the Cronbach Alpha for turnover intention, the dimension of social support (perceived supervisor support and perceived co-worker support), organisational justice (distributive justice and procedural justice) and perceived organisational support falls in the range from 0.662 to 0.877, above the acceptable range suggested by Sekaran and Bougie (2010). This present study shows that an existing reliability test has been performed on items showing that all measurements are consistent internally and can be trusted. Therefore, the results indicate that the variables are suitable for further analysis.

Table 4.14*Results of the Reliability Test for the Instruments Used for this Study.*

Dimension	Number of Items	Cronbach's Alpha	Strength
Turnover Intention	5	0.682	Moderate
Perceived Supervisor Support	16	0.858	Very Good
Perceived Co-worker Support	10	0.819	Very Good
Distributive Justice	5	0.801	Very Good
Procedural Justice	4	0.828	Very Good
Perceived Organisational Support	17	0.859	Very Good

4.8 Correlation Analysis

The purpose of correlation is to explain the direction and the strength of a linear relationship between two variables (Pallant, 2007). Hair et al., (2006) mentioned that coefficient correlation, (r) is used as a statistical measure of the correlation between the variables. A correlation analysis was conducted to explain the relationships among all constructs used in the present study. According to Hair et al., (2006), correlation analysis describes the strength and direction of the linear relationship between two variables. Pearson correlation was used to examine the correlation coefficient among the study constructs. Pearson's correlation coefficient is a measurement of linear association, and this can range from -1.00 to 1.00. A correlation of '0' indicates there is no relationship at all. A correlation of 1.00 indicates a perfect positive correlation, while the value of -1.00 indicates a perfect negative correlation. Cohen (1988) provides a guide in the interpretation of the strength of the relationship between the variables. They are as follows: $r = 0.1$ to 0.29 or -0.1 to -0.29 represents 'weak correlation'; $r = 0.3$ to 0.49 or -0.3 to -0.49 represents 'medium correlation'; and $r = 0.5$ to 1.0 or -0.5 to -1.0 represents 'strong correlation'.

In this present study, the Pearson (r) correlation was used to understand the relationship between the variables of this study. Table 4.15 exhibits the correlation between the study variables. Social support dimension namely perceived supervisor support (PSS) and perceived co-worker support (PCS) were found to have a negative relationship on turnover intention (TI) with a 'weak of the correlation'. (PSS; $r = -0.271$, $p < 0.01$) and significant at 0.000. However, PCS found to have a negative relationship with TI which shows a 'medium correlation' (PCS; $r = -0.365$, $p < 0.01$), significant at 0.000. Additionally, organisational justice dimension such as distributive justice (DJ) and procedural justice (PJ) also showed the same negative correlation on turnover intention (TI). DJ showed 'medium correlation' (DJ; $r = -0.303$, $p < 0.01$) and significant at 0.000. PJ revealed 'weak correlation', (PJ; $r = -0.255$, $p < 0.01$) and significant at 0.000.

Table 4.15
Coefficient Correlation

		Correlations					
		PSS	PCS	DJ	PJ	POS	TI
PSS	Pearson Correlation	1	.696**	.412**	.635**	.858**	-.271**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	389	389	389	389	389	389
PCS	Pearson Correlation	.696**	1	.731**	.820**	.742**	-.365**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	389	389	389	389	389	389
DJ	Pearson Correlation	.412**	.731**	1	.288**	.414**	-.303**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	389	389	389	389	389	389
PJ	Pearson Correlation	.635**	.820**	.288**	1	.712**	-.255**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	389	389	389	389	389	389
POS	Pearson Correlation	.858**	.742**	.414**	.712**	1	-.266**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	389	389	389	389	389	389
TI	Pearson Correlation	-.271**	-.365**	-.303**	-.255**	-.266**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	389	389	389	389	389	389

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

In addition, as detailed in Table 4.15, perceived supervisor support (PSS) and co-worker support (PCS) were found to be positively correlated with perceived organisational support (POS), (PSS; $r = 0.858$, $p < 0.01$) and significant at 0.000. (PCS; $r = 0.742$, $p < 0.01$), significant at 0.000. Furthermore, distributive justice (DJ) and procedural justice (PJ) also showed that, have a positive correlation on perceived organisational support (POS). DJ showed 'medium correlation' (DJ; $r = 0.414$, $p < 0.01$) and significant at 0.000. PJ revealed 'strong correlation', (PJ; $r = 0.712$, $p < 0.01$) and significant at 0.000. Finally, perceived organisational support was found to be negatively related to turnover intention (TI) with 'weak correlation' (POS; $r = -0.266$, $p < 0.01$).

4.9 Multiple Regression Analysis

In order to test hypotheses, multiple regression were performed to predict the effect of social support (perceived supervisor support, perceived co-workers support) and organisational justice (distributive justice and procedural justice) with turnover intention and the effect of social support (perceived supervisor support, perceived co-workers support) and organisational justice (distributive justice and procedural justice) with perceived organisational support. To conduct multiple regression analysis, necessary assumption such as normality, linearity, homoscedasticity and multicollinearity was tested and met.

Hair et al., (2010) suggested that the variables, which the VIF is equal to zero, do not relate with each other (no multicollinearity) and the cut-off value of 10.00 is considered acceptable. In other words, any value below this point indicates that there is no problem in terms of multicollinearity (Tabachnick & Fidell, 2007). As shown in 'Appendix F'

with a variance inflation factor (VIF) values were examined to investigate whether multicollinearity exists in the data. The VIF range of 1.000 to 1.937 and the tolerance level of less than 0.5 indicates that there is no problem of multi-collinearity among the predictor variables.

To ensure that independent variability of the error or autocorrelation does not exist, the Durbin-Watson value was monitored and found to be in the range of 1.780 to 2.058. This value represents the desired value for Durbin-Watson and it is between the range of 1.5 and 2.5, in which value less than 1 or greater than 3 is considered better acceptability (Durbin & Watson, 1951).

As exhibited in 'Appendix F', the residual plot looks acceptable as all the points fall within ± 3 . The dots are scattered randomly. There is a no-linear or quadratic pattern. Thus, there are no outliers and the error terms are independent of each other. In conclusion, the overall model fit is good.

4.9.1 Relationship between Social Support (Perceived Supervisor Support and Perceived Co-workers Support) and Turnover Intention

As shown in Table 4.16, the R-square value is equal to 0.133. It means that 13.3 per cent of the variation in TI can be explained by the variation in PSS and PCS. According to Norusis (1995), Durbin-Watson value can be used to test the independence of error terms. In this regard, the general rule of thumb is, if the Durbin-Watson value falls within the range of 1.5 to 2.5, the assumption of independence error terms is not violated. The

Durbin-Watson value of 2.029 met the general rule of thumb and fulfilled the assumptions of independence of the error terms.

As revealed in 'Appendix F' and Table 4.16, the p-value in the ANOVA table is 0.000, which is less than 0.05. This means at least one of the predictor variables can be used to explain TI. The coefficients in 'Appendix F' and Table 4.16 shows that the regression equation can be derived when there is a non-significant relationship between PSS and TI ($\beta = -0.034$; t-value = -0.520; p-value is 0.603), where the p-value is greater than 0.5. However, a significant and negative relationship found between PCS and TI ($\beta = -0.341$; t-value = -5.166; p-value is 0.000), in which the p-value is lesser than 0.5. Hence, the result indicates that perceived supervisor support has no influence with turnover intention, but perceived co-worker support has an influence on turnover intention.

Table 4.16

Result of Regression Analysis of Social Support (Perceived Supervisor Support and Perceived Co-workers Support) on Turnover Intention.

Variables	Standardized Coefficients Beta	T-value	P-value (sig)
Perceived Supervisor Support (PSS)	-.034	-.520	.603
Perceived Co-worker Support (PCS)	-.341	-5.166	.000
R Square			.133
Adjusted R2			.129
F Value			29.729
P-Value Sig (ANOVA)			0.000
Durbin Watson			2.029

4.9.2 Relationship between Organisational Justice (Distributive Justice and Procedural Justice) and Turnover Intention

Table 4.17 exposed that 12.3 per cent of the variation in TI can be explained by the variation in DJ and PJ with the R-square value of 0.123. Durbin-Watson was used to test

the independence of error terms. The general rule of thumb is, if the Durbin-Watson value falls in the range of 1.5 to 2.5, the statement of independence error terms is not violated. The Durbin-Watson value of 2.048 met the general rule of thumb and fulfilled the assumptions of independence of the error terms.

As presented in Table 4.17 and ‘Appendix F’, the p-value derived from the ANOVA table is 0.000, which is lesser than 0.05 and at least one of predictor variables between DJ and PJ can be used to clarify TI.

As shown in ‘Appendix F’ of coefficients and Table 4.17, the regression equation can be derived and there is a negative and significant correlation between DJ and TI ($\beta = -0.251$; t-value = -5.037; p-value is 0.000). It also showed a significant and negative correlation between PJ and TI ($\beta = -0.183$; t-value = -3.678; p-value is 0.000). It is also noted that the p-value for both variables concerning TI is less than 0.05 and therefore, it is concluded that both distributive justice and procedural justice have an influence on turnover intention.

Table 4.17

Result of Regression Analysis of Organisational Justice (Distributive Justice and Procedural Justice) on Turnover Intention.

Variables	Standardized Coefficients Beta	T-value	P-value (sig)
Distributive Justice (DJ)	-.251	-5.037	.000
Procedural Justice (PJ)	-.183	-3.678	.000
R Square			.123
Adjusted R2			.118
F Value			27.017
P-Value Sig (ANOVA)			0.000
Durbin Watson			2.048

4.9.3 Relationship between Social Support (Perceived Supervisor Support and Perceived Co-workers Support) and Perceived Organisational Support

According to Table 4.18, the variation of 92.8 per cent in POS can be explained by the variation in PSS and PCS in which R-square value is equal to 0.928. The Durbin-Watson is used, to test the independence of error terms. The Durbin-Watson value of 2.058 met the general rule of thumb and fulfilled the assumptions of independence of the error terms which falls in the range of 1.5 to 2.5, and the statement of independence error terms is not violated.

One of the predictor variables, PSS and PCS can be used to explain POS as existing in Table 4.18 and 'Appendix F'. The p-value from the ANOVA table is 0.000, which is lesser than 0.05.

In 'Appendix F' of coefficients and Table 4.18, the regression equation can be derived when there is a positive and significant correlation between PSS and POS ($\beta = 0.855$; t-value = 45.084; p-value is 0.000). The relationship between PCS and POS is also positive and significant ($\beta = 0.148$; t-value = 7.796; p-value is 0.000). Both the independent variables, PSS and PCS in association with POS have disclosed a p-value of less than 0.05. This result indicates that the related hypotheses for PSS and PCS with POS are supported. Both the support of perceived supervisors and the support of perceived co-worker have an impact on perceived organisational support.

Table 4.18

Result of Regression Analysis of Social Support (Perceived Supervisor Support and Perceived Co-workers Support) on Perceived Organisational Support.

Variables	Standardized Coefficients Beta	T-value	P-value (sig)
Perceived Supervisor Support (PSS)	.855	45.084	.000
Perceived Co-worker Support (PCS)	.148	7.796	.000
R Square			.928
Adjusted R2			.928
F Value			2500.980
P-Value Sig (ANOVA)			0.000
Durbin Watson			2.058

4.9.4 Relationship between Organisational Justice (Distributive Justice and Procedural Justice) and Perceived Organisational Support

Table 4.19 below shows that 55.5 per cent of the variation in POS can be explained by the variation in DJ and PJ where the R-square value is equal to 0.555. The general rule of thumb is, if the Durbin-Watson value falls in the range of 1.5 to 2.5, the statement of independence error terms is not violated. The Durbin-Watson value of 1.780 met the general rule of thumb and fulfilled the assumptions of independence of the error terms. As presented in Table 4.19 and 'Appendix F', the p-value from the ANOVA table is 0.000, which is less than 0.05, at least one of predictor variables DJ and PJ can be used to clarify POS.

The coefficients as shown in 'Appendix F' of and Table 4.19, the regression equation derived shows as a positive and significant correlation between DJ and POS ($\beta = 0.228$; t-value = 6.440; p-value is 0.000). In addition to that, the relationship between PJ and POS is also considered as positive and significant ($\beta = 0.646$; t-value = 18.226 p-value is 0.000). As the p-value is lesser than 0.5 for both the independent variables (DJ and PJ)

with POS, the related hypotheses are supported. It discovered that distributive justice and procedural justice influences on perceived organisational support.

Table 4.19

Result of Regression Analysis of Organisational Justice (Distributive Justice and Procedural Justice) on Perceived Organisational Support

Variables	Standardized Coefficients Beta	T-value	P-value (sig)
Distributive Justice (DJ)	.228	6.440	.000
Procedural Justice (PJ)	.646	18.226	.000
R Square			.555
Adjusted R2			.552
F Value			240.513
P-Value Sig (ANOVA)			0.000
Durbin Watson			1.780

4.9.5 Relationship between Perceived Organisational Support and Turnover

Intention

Referring to Table 4.20, 7.1 per cent of the variation in TI can be explained by the variation in POS, in which the R-square value is equal to 0.071. The Durbin-Watson be used to test the independence of error terms. The general rule of thumb is if the Durbin-Watson value falls in the range of 1.5 to 2.5, the statement of independence error terms is not violated. The Durbin-Watson value of 1.965 met the general rule of thumb and fulfilled the assumptions of independence of the error terms. As specified in Table 4.20 and 'Appendix F', the p-value from the ANOVA table is 0.000 which is less than 0.05, hence, the predictor variable, POS can be used to be described by TI.

As shown in 'Appendix F' of coefficients and Table 4.20, the regression equation can be derived and there is a negative and significant relationship between POS and TI ($\beta = -$

0.266; t-value = -5.439; p-value is 0.000). It is determined that the hypothesis, is supported and perceived organisational support influence on turnover intention.

Table 4.20

Result of Regression Analysis of Perceived Organisational Support and Turnover Intention

Variables	Standardized Coefficients Beta	T-value	P-value (sig)
Perceived Organisational Support (POS)	-.266	-5.439	.000
R Square			.071
Adjusted R2			.069
F Value			29.578
P-Value Sig (ANOVA)			0.000
Durbin Watson			1.965

4.10 Testing of Mediation

This segment discusses the mediating effect of POS between independent and dependent variables (path a, path b and path c). This analysis was conducted using the PROCESS macro in SPSS which is prevalent among the researchers. To test the mediation, this study reports the standardised indirect effects and confidence intervals from the bootstrapping method Preacher and Hayes, (2008) with 5000 bootstrap samples. The PROCESS reports the estimate of the indirect effect (Effect) and its standard error (Boot SE). This is followed by upper and lower limits of the bootstrap confidence interval (Boot LCCI and Boot ULCI). The bias-correlated confidence interval is reported at the level of 95 per cent. As 95 per cent confidence interval (CI) does not include zero in between, the 95 per cent bootstrap confidence interval is consistent with a claim of mediation. Next, the importance of the mediation can be assessed by interpreting the independent variables' direct effect on the dependent variable (depicted as path c') with p-value within the range

of 0 to 0.05 to be considered as significant. Further details of the mediator analysis as presented in Table 4.21 and Appendix 'G'

The mediation of POS on PSS and TI showed a mixed result as the following: path a ($\beta = 0.94, p < 0.05$), path b ($\beta = -0.16, p > 0.05$) and path c ($\beta = -0.38, p = <0.05$). The bootstrap confidence interval reported at 95 per cent, the Boot LLCI and Boot ULCI is in the range of -0.97 to 0.72 and revealed that PSS on TI has equalled to effect: 0.25, $p > 0.05$. Hence, the mediating effect of POS on PSS and TI is not found to be significant, hypothesis H10 is rejected.

The mediating effect of POS on PCS and TI is presented as follows: path a ($\beta = 0.67, p < 0.05$), path b ($\beta = 0.01, p > 0.05$) and path c ($\beta = -0.67, p < 0.05$). The bootstrap confidence interval stated at 95 per cent, Boot LLCI and Boot ULCI in the range of -0.21 to 0.22 and disclosed that PCS on TI has an effect equal to 0.00, $p < 0.05$, considered significant and therefore, hypothesis H11 showing the partially mediating effect of POS on PCS and TI is accepted.

The mediating effect of POS on DJ and TI shows a result that indicates the path a ($\beta = 0.31, p < 0.05$), path b ($\beta = -0.34, p < 0.05$) and path c ($\beta = -0.47, p < 0.05$). The Boot LLCI and Boot ULCI are in the range of -0.20 to -0.03 at the bootstrap confidence interval reported at 95 per cent and revealed that the effect of DJ on TI is 0.00 with a p -value less than 0.05, hence it is considered as significant and H12 is supported.

The mediating effect of POS on PJ and TI shows the following: path a ($\beta = 0.49, p < 0.05$), path b ($\beta = -0.34, p < 0.05$). Path c: ($\beta = -0.36, p < 0.05$). The bootstrap confidence

interval reported at 95 per cent, Boot LLCI and Boot ULCI in the range of -0.33 to -0.02 and shown that effect of PJ on TI is equalled to 0.05 with a p-value equal to 0.05. Hence, a significant mediating effect of POS on DJ and TI is noted and therefore, hypothesis H13 is accepted.

Table 4.21
Summary of Mediating Effect

			BC 95%CI (5000 bootstraps)								
Variables			Direct Effect							Indirect Effect	
Independent Variable (IV)	Mediator (M)	Dependent Variable (DV)	Effect IV on M (path a) p-value	Effect M on DV (path b) p-value	Effect IV on DV (path c) p-value	Effect	SE	t	Effect IV on DV (path c') p-value	Lower (LLCI)	Upper (ULCCI)
PSS	POS	TI	0.00	0.63	0.00	-0.38	0.34	-1.13	0.25	-0.97	0.72
PCS	POS	TI	0.00	0.89	0.00	-0.68	0.13	-5.24	0.00	-0.21	0.22
DJ	POS	TI	0.00	0.00	0.00	-0.36	0.08	-4.43	0.00	-0.20	-0.03
PJ	POS	TI	0.00	0.01	0.00	-0.18	0.09	-1.91	0.05	-0.33	-0.02

4.11 Summary Testing of Hypotheses

As the summary of the findings, Table 4.22 concludes the results of the hypotheses tested in this present study.

Table 4.22
Summary of Hypotheses Testing

Hypothesis	Statement	Decision
H1	Perceived supervisor support influences employee turnover intention	Not Supported
H2	Perceived co-workers support influences employee turnover intention	Supported
H3	Distributive justice influences employee turnover intention	Supported
H4	Procedural justice influences employee turnover intention	Supported
H5	Perceived supervisor support influences perceived organisational support	Supported
H6	Perceived co-workers support influences perceived organisational support	Supported
H7	Distributive justice influences perceived organisational support	Supported
H8	Procedural justice influences perceived organisational support	Supported
H9	Perceived organisational support influence employee turnover intention	Supported
H10	Perceived organisational support mediates the relationship between perceived supervisor support and turnover intention	Not Supported
H11	Perceived organisational support mediates the relationship between perceived co-workers support and turnover intention	Supported
H12	Perceived organisational support mediates the relationship between distributive justice and turnover intention	Supported
H13	Perceived organisational support mediates the relationship between procedural justice and turnover intention	Supported

4.12 Summary of Research Finding

A good response rate was achieved in this study. Reliability was also tested for all interval scale variables to see how free they were from random error. Then, the researcher tested the assumption of normality, linearity and homoscedasticity and the results show that the assumptions were generally met. Exploratory factor analysis (EFA) was conducted for each latent variable as an individual variable to test the construct validity of all interval scaled variables. Finally, it ended with the correlation analysis, multiple regression and mediation of POS. The discussion of the results will be presented in the next chapter.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the main findings of the study as indicated in the previous chapter. The objective of this chapter is to review results of the research questions, literature reviews and hypothesis. The first section provides a summary of the main findings of the study. The second part consists of the discussion of the study, while the third part includes the theoretical and managerial contributions to the study. Part four consists of limitations and suggestions for future research and the final part is the conclusion.

5.2 Recapitulation of the Study Findings

This section presents the highlights of the overall study aligned with the research objectives. The concept of employee turnover intentions has become one of the most important topics of the organisation. Additionally, the literature is replete with relevant issues and the factors that lead to employees in the organisation and the different frameworks and variables that have been confirmed in this regard. Some researchers mentioned many factors that may affect the turnover intention. This study also attempted to investigate whether perceived organisational support (POS) mediate the relationship between antecedent of perceived organisational support such as perceived supervisor support (PSS), perceived co-workers support (PCS), distributive justice (DJ) and procedural justice (PJ) and turnover intention (TI) in the context of manufacturing industries in the state of Johor.

To achieve the objective of this research, a total of thirteen hypotheses have been stated and tested. Based on the results of the hypotheses tested, the study revealed several findings of the direct and indirect effect of variables. The direct effect of variables, perceived co-workers support, distributive justice, procedural justice has a significant effect on turnover intention, unlike perceived supervisor support that, did not have a significant effect on turnover intention. Then the direct effect of variables on perceived supervisor support, perceived co-workers support, distributive justice, procedural justice and turnover intention have a significant effect on perceived organisational support. Furthermore, this study also examines the indirect effect between the variables, where POS plays a significant role in mediating the relationship between distributive justice and procedural justice with turnover intention. The perceived co-worker support plays a partial mediator with turnover intention, but perceived supervisor support not mediated at all.

5.3 Discussion of the Findings

The findings and discussion are presented in this chapter to answer the research question of the study.

5.3.1 The Effect of Perceived Supervisor Support on Turnover Intention

Supervisor support plays an important role in fostering a positive and credible environment where group members are more likely to trust each other. Although numerous studies conducted earlier confirmed the significance of perceived supervisor support on turnover intention, the first hypothesis, however, was not accepted as the

regression result showed no significant effect between perceived supervisor support and turnover intention. The result of PSS on TI was illustrated as follows: ($\beta = -.0.034$; $t = -0.520$; $p = 0.603$ showed that $p > 0.05$). Contrary to the researcher's expectation, the findings of this study revealed the insignificant effect of supervisor support on turnover intention. Cho, Johanson and Guchait, (2009) mentioned that non-managerial workers at restaurants and hotels could not find a direct relationship between perceived supervisor support and turnover intention. Similar to the study of Rathakrishnan et al., (2017); Tuzun and Kalemci (2012), perceived supervisor support has a non-significant relationship with turnover intention. The result of previous study by Rathakrishnan et al., (2017), exposed that ($\beta = 0.09$; $t = 1.73$; showed that $p > 0.05$). The standard coefficient, t value and p-value for supervisor support was not supported and positive correlation between supervisor support and turnover intention. Although the questions related to the perceived support are largely homogeneous and trying to match support providers (i.e. supervisors) to the situation (i.e. workplace), they may not provide the best matches (Firth, Mellor, Moore & Loquet, 2007). While a few researchers have demonstrated that poor supervision is one of the real purposes behind workers to quit their jobs (Mohsin, Lengler & Kumar, 2013).

The result of these findings in manufacturing companies shows that, when the supervisor is not skilled enough to know how to treat their subordinates, they can suppress the human rights of subordinates and can't deliver accordingly which contribute to employee dissatisfaction and this is indirectly increasing the intention to quit the organisation. Poor supervisor support can be detrimental to the point, where it may result in high turnover intention, absenteeism and low performance which in turn could decrease the overall achievement of the organisation. Employees need direction and guidance, particularly

new employees may need additional help in learning unfamiliar jobs. Therefore, if the supervisor is unable to assist and teach the employees, then the workers will intend to leave the organisation. If the supervisor does not support employees in carrying out their activities, it will create dissatisfaction among employees in their job duties, and ultimately lead to employee turnover intention. Apart from that, the fear of the supervisor taking actions when the workers make a mistake at the workplace may also lead to turnover intention. Somehow, supervisors are more focused on their performance and achieving output rather than their relationship with workers. As a result, workers feel inadequate and incompetent, which leads to a lack of belonging and lack of commitment to their organisation and might decide to leave the organisation. Furthermore, the lack of a harmonious relationship between workers and supervisors will affect the production of goods, quality of product and customer satisfaction. Hence, manufacturing industries, do not support the supervisor as a factor to remain in the organisation.

5.3.2 The Effect of Perceived Co-workers Support on Turnover Intention

To achieve the objective of this study on the effect of perceived co-worker support on turnover intention, the regression path was examined. Hence, the second objective of this study reveals that co-workers support has a negative and significant effect on their turnover intention ($\beta = -0.341$; $t = -5.166$; $p = 0.000$, $p < 0.05$). Therefore, the result supported the second hypothesis. Generally, the influence of co-workers on individual employees becomes more important with some of the latest organisational practices such as work team arrangement and job content shifts to more complex and collective tasks (Chiaburu & Harrison, 2008). The results are in line with previous studies such as in the field of restaurant and hotel workers job satisfaction, where organisational commitment

and turnover intention significantly improve when workers feel that they received support from their co-workers (Gjerald & Øgaard, 2010; Guchait, Pasamehmetoglu & Dawson, 2014). The study of Karatepe and Olugbade (2017) examines the frontline hotels workers in Nigeria and mentioned that work social support (co-workers support) has a significant negative impact on turnover intentions. Kim, Lee and Lee (2013) revealed that there is a negative and significant correlation between co-workers support and turnover intention in the Asian context. With high-quality interpersonal correlation, interpersonal relationship, employees and co-workers can limit the turnover intention bringing in increased worker retention (Tews et al., 2013). Apart from that, numerous studies presented that employees with high co-worker support are more likely to have the ability to deal with work-related stress, solve customer problems, improve service performance and as a result, lessen the chance of employees quitting the organisation (Tsai, Chen & Liu, 2009; Cho & Johanson, 2008; Tsai, Chen & Liu, 2007). Also, high co-worker support can encourage employees to handle customer requests and complaints effectively and efficiently (Karatepe, 2011).

The present study in the context of manufacturing industries showed co-workers are an important factor as a social-exchange partner for employees. It also showed that high-level support from their co-workers among direct labours are satisfied with their existing career in the organisation and reveal lower turnover intention. Most of the direct labours work every day for about eight to twelve hours and spend more time with their friends than with their own families. This shows that their relationships are close to sharing each other problems, whether personal, family or work-related. Therefore, the individuals working with their friends are less inclined to accept an offer for another job outside their organisation and the probability of their staying in the same organisation is high.

Additionally, individuals who are valued by their co-workers will have a psychological meaning at work. Co-worker support can be characterised as, the extent that people see other employees in their organisation as helping and supporting them. This sort of support can incorporate caring tendencies for co-workers, giving them tangible aid, as well as furnishing them with valuable information. The employees build relationships with a co-worker to build friendships. Employees who find friendship with their co-worker will experience good physical and mental health. It is based on the sense of self-confidence and safety associated with work and the motivation, that promote friendship at work. Therefore, the direct labours in manufacturing industries in the state of Johor give more attention to the relationship with a co-worker to stay in the organisation.

5.3.3 The Effect of Distributive Justice on Turnover Intention

Distributive justice is basically about the system that ensures highly dedicated and performing worker get high rewards (De Cuyper, Mauno, Kinnunen & Mäkikangas, 2011). This current study provides a strong and clear finding and rarely addressed the relationship between distributive justice and turnover intention particularly in the context of manufacturing industries in the state of Johor. The third hypothesis results of the present study reveal that the effect of manufacturing industries on distributive justice are significant and have a negative relationship with employee turnover intention ($\beta = -0.251$; $t = -5.037$; $p = 0.000$. It shows that $p < 0.05$). Therefore, the third hypothesis was supported. The finding of this present study is consistent with the previous studies.

High base pays have also been linked with higher intrinsic motivation at work. Recent meta-analysis stated that distributive justice is a stronger predictor of turnover intention

(Sarikwal & Gupta, 2013; Muzumdar, 2012). Besides that, Gul, Rehman, Usman and Hussain, (2015); Poon (2012); Ramamoorthy et al., (2004) proved that distributive justice has a significant and negative relationship with turnover intention. Also, Bérubé Gagné, & Donia (2007) has found that autonomous work motivation mediated the correlation, between distributive justice and job satisfaction and the relation between distributive justice and turnover intention.

In this study, respondents from the Johor manufacturing sector revealed that factors such as promotion, salary, annual increase, bonus and reward play an important role in their decision to stay in the organisation. This should not be surprising given the fact that most people work to earn a living and to meet their needs. This research also shows that the results of distributive justice can be used as a judge to see if people will quit or stay. Therefore, based on the result in the present study it proves that distributive justice is one of the motivating factors for direct labours to stay in the organisation. Based on the economic perspective, wages are one of the factors that are considered to be the advantages and benefits of the job exchange between employer and employee. As employees are satisfied with it, they tend to be more loyal and committed to the organisation. The findings of this study have theoretical foundations such as SET (Blau, 1964). This theory explains the relationship between distributive justice and turnover intention. Thus, when direct workers perceptions are positive, and they believe they are being treated fairly, especially regarding the allocation of rewards, their morale and intention to stay in the same organisation will be high.

5.3.4 The Effect of Procedural Justice on Turnover Intention

The regression result of the fourth hypothesis ($\beta = -0.183$; $t = -3.678$; $p = 0.000$, $p < 0.05$) have shown that there is a significant and negative correlation between procedural justice and turnover intention. Therefore, the hypothesis was supported. The current result was similar to the findings of the Johan et al., (2013) in the private sector of Kuala Lumpur, where it demonstrated that whenever the workers' impression of procedural justice increases, their intention to quit the organisation reduces. Owolabi (2012) in his study about health workers in Nigeria observed that organisational justice (distributive justice, procedural justice and interactional justice) has a great impact on worker turnover intention. It means procedural justice is the determining factor for employees, whether they want to leave or stay in the organisation. It was also found that both female and male workers perceived organisational justice in the same way. A study by Rastgar and Pourebrahimi (2013) concluded that the managers of Iran Insurance should be aware of the concept of organisational justice (distributive, procedural and interactional justice) as it led to reducing in the level of turnover intention among workers. Similar findings were reported in the study by Hussain and Khan (2019), Pakistani print media sector where procedural justice was the most significant predictor of turnover intention compared to distributive justice and informational justice. It further stated that to achieve fairness in Pakistan's print media sector, managers must adhere to a code of ethics by engaging all stakeholders in the decision-making process regarding recruitment and selection, promotion and distribution of employee rewards. If journalists consider themselves treated fairly, there will be a significant impact on the transparency of information flow in Pakistan (Hussain et al., 2019).

In the present findings, it indicates that direct labours in the manufacturing sector are concerned about fair treatment in compensation and participation in procedures that determine their compensation and promotion. Employees who are satisfied with the salary for long undesirable working hours or physically challenging work can be determined through a fair procedure and can be concluded that it is, the only way to improve their situation to remain in the organisation. Furthermore, it is likely, that most hourly employees in the organisation need a better salary or more rewards. If workers perceive their organisation to be fair in utilising justifiable procedures for resource allocations, then employees will create positive attitudes towards the organisation and will remain in the organisation. In performance reviews, promotional results, interviews and feedback are considered to select the right individuals; all of these components require the impartial justice and behaviour of the employer to motivate, build trust among the workers and then the employees will remain in the organisation. In the manufacturing industries, the standardised performance appraisal system is another top priority in the decision process of staying or leaving the organisation. The appraisal system should not be biased against employees. The organisations in which employees perceive high levels of procedural justice experience less employee turnover intention.

Thus, reciprocity between employer and employee is viewed in the relationship which is supported by the exchange theory (Blau, 1969). The direct labours want to make a better exchange of their procedural justice through reducing turnover intention in the organisation. This is because, when the direct labours are treated with justice and are satisfied with their job, they will have the willingness to reciprocate the good positive and impressive organisational behaviour by increasing the level of effort they exert on their jobs and will remain in the same organisation. Therefore, in the context of

manufacturing industries in the state of Johor employee procedural justice has an important factor for the employee turnover intention.

5.3.5 The Effect of Perceived Supervisor Support on Perceived Organisational Support

To investigate the influence of perceived supervisor support on perceived organisational support the study was constructed. The fifth hypothesis results of the present study revealed that the perceived supervisor support has a significant and positive relationship with POS ($\beta = 0.855$; $t = 45.084$; $p = 0.048$, $p < 0.05$). Therefore, the hypothesis was accepted. Most of the previous studies found a significant relationship between perceived supervisor support and POS. A significant body of research has demonstrated that perceived supervisor support has a positive relationship with POS (Kottke & Sharafinski, 1988; Rhoades et al., 2001; Yoon & Thye, 2000). The strength of the correlation between perceived supervisor support and POS would rely upon the level to which workers classify the supervisor with the organisation. This was supported by the study of Guchait, Cho and Meurs (2015), where SET was utilised to expand upon the work of the previous study. The result of the study showed that there is a positive relationship between perceived supervisor support and POS. Supervisor support is considered an important predictor of POS because it is responsible for directing and evaluating employee performance as well as communicating employee performance to top management (Guchait et al., 2015). Since supervisors often act as delegates of organisations, they have the responsibility to communicate the values and goals of the organisation to subordinates, support their subordinates and direct evaluation (Dawley et al., 2010).

The present study showed that, in the manufacturing sector among direct labour, the increase of perceived supervisor support will increase the employee perceptions of organisational support. Employees who receive a positive stimulus from their organisation are more likely to be committed to the organisation and will show stronger loyalty to supervisor and were less likely to leave the organisation. Supervisors play a vital role in influencing workers' trust and commitment to the organisation, and therefore, organisations should not neglect to educate supervisors on the important influences they can have on helping employees develop positive attitudes and intentions for their organisation. Subordinates tend to see their supervisor as an organisational identity and thus, identify the treatment by their supervisors as an indicator of organisational support.

As a result, direct workers see good or bad supervision treatment against them as supportive of the organisation. Challenging job assignments administered by supervisors and seen by employees to add value to their learning experience will likely increase their perceptions of support to the organisation. In most of the cases, supervisors can interact directly with employees more than the executive team of the organisation. Supervisors have the power to make decisions relating to punishment and rewards and also have the responsibility to act as bridges between employees and organisations. Workers may feel that supervisors appreciate their contributions and concerns about their well-being which is reflecting in the POS. The strength of perceived supervisor support and POS would depend on the degree to which employees identify the supervisor with the organisation.

5.3.6 The Effect of Perceived Co-worker Support on Perceived Organisational Support

The research question of this study concern with the perceived co-worker support and perceived organisational support relationship in the context of direct labours in manufacturing industries. This study proved that there is a significant and positive correlation between perceived co-worker support and POS ($\beta = 0.148$; $t = 7.796$; $p = 0.00$, $p < 0.05$). Hence, the sixth hypothesis was accepted in this study. The finding of the current study is consistent with earlier research. Poon (2011) claimed that co-workers provide a belief towards social support. Supportive co-workers are vital to workers and their organisation. Co-workers demonstrating supportive behaviours towards employee contribute to their effectiveness and wellbeing which can have significant implication for an organisation bottom-line (Chiaburu & Harrison, 2008; Podsakoff, Ahearne & MacKenzie, 1997; Podsakoff, MacKenzie, Paine & Bachrach, 2000).

Based on the theory of SET, one aspect that can increase employee's perceived organisational support besides supervisor support and award is by increasing support from co-workers (Hayton et al., 2012). A supportive co-worker refers to assistance provided by a co-worker that not only related to the work context but also socioemotional assistance such as showing respect, care, empathy and compassion (Susskind, Kacmar & Borchgrevink, 2003; Rousseau et al., 2009). Support from co-worker will have more influence on the conditions of employees in companies that focus on sales and teamwork (Bateman, 2009; Loi, Ao & Xu, 2014). It can be demonstrated with emotional attention, provide assistance and information needed and give rewards (Kim, Hur, Moon & Jun 2017). Pleasant treatment of co-workers can improve a person's positive orientation

towards the organisation. Furthermore, support from co-workers can meet socioemotional needs that have a strong influence on the emergence of POS (Kurtessis et al., 2015). Co-workers provide information about organisational contexts and cues about the organisation views, actions or intentions to employees (Allen, 1992; Major, Kozlowski, Chao & Gardner, 1995). Co-workers also help shape peer role definitions, role models as a way of acting as organisational members, sending messages about organisational culture and providing feedback on tasks and their support seems to have contributed to the POS (Allen, 1992; Major et al., 1995).

The present study showed that good treatment from co-workers can improve an individual positive orientation towards the organisation. The success of an organisation is closely connected to its ability to promote and manage an effective team working. However, the fact that individuals view resources provided which may include psychosocial and other forms of support by their co-workers, as coming from the organisation itself. Employee perceptions of co-worker support are linked to stronger emotional attachment to the organisation. The co-workers are helpful, are available when needed and are concerned to solve the work-related problems. Supporting co-workers can also help promote a good environment in the company where individuals can share their new ideas or discuss their mistakes freely, making it easier for the company to succeed. Due to the complexity of the process in production, employees are required to work in teams to carry out their daily tasks. Support from co-workers has a positive impact on individual workers that can help them overcome organisational practices such as workforce organisation and the transfer of job content to more complex and collective tasks. In an organisational environment where co-worker support is felt, employees

develop a positive attitude towards work and increase their productivity and also the level of POS increased.

5.3.7 The Effect of Distributive Justice on Perceived Organisational Support

The results of the present study reveal the effects of manufacturing companies that distributive justice was significant with POS ($\beta = 0.228$; $t = 6.440$ $p = 0.000$, $p < 0.05$). Therefore, there is a significant and positive relationship and hypothesis seven was supported. Organisational justice has a positive impact on the support of organisations. This decision is in line with the study of Shore & Shore (1995); Safari et al., (2012). Distributive justice has a positive impact on POS when organisational justice increases. Therefore, it is proposed to human resources managers in manufacturing companies to enhance organisational justice, particularly distributive justice to strengthen the support of the organisation as much as possible. The study of Hajrasouliha and Torfeh (2017) claimed that there was a positive and significant relationship between distributive justice, procedural justice and interactional justice with POS. Organisational support and justice lead to the inclusion of workers, improved communication, better skills, innovation and creativity, improved organisational change, increased interaction between supervisor and employees, lowering human resource costs and ultimately improving human resource efficiencies and decreasing turnover intention.

With regards to the economical perspective, salary is one of the factors which is regarded as a benefit and advantage from working exchange point of view between employer and employees. When employees feel satisfied, they tend to be more committed and loyal to their organisation. Whereby, based on psychological perception, the pay is one thing

which is expected by the employees. If their expectations are met, they will feel satisfied and more committed to their organisation. The relationship between distributive justice and organisational support is positive. The workers' perception of justice is directly related to their perception that the organisation is seeking their good. If the organisation is fair in the salaries, rewards and duties given to the employees, the employee will believe that the organisation cares and supports them. If the organisation treats the workers fairly, it will continue to create a positive image. From a psychological perspective, salaries are something employees expect. If their expectations are met, they will feel satisfied and will be highly committed to the organisation.

5.3.8 The Effect of Procedural Justice on Perceived Organisational Support

The research question addressed the relationship between procedural justice and POS. The results of the present study reveal the effects of manufacturing companies procedural justice with POS ($\beta = 0.646$; $t = 18.226$; $p = 0.000$, $p < 0.05$). Therefore, there is a significant and positive relationship and hypothesis eight was accepted. The findings of this present study are also supported by previous researchers. Procedural justice and supervisor autonomy support, positively and significantly impact the need for satisfaction and POS. This approach predicted work satisfaction, organisational identification and job performance among nurses (Gillet, Colombat, Michinov, Pronost & Fouquereau, 2013). Generally, the study of Gillet et al., (2013) discovered that, if nurses are treated fairly it will lead to their self-governing and high skilled identification, which increases POS. Besides that, employees also will perform better in their job. Shore and Shore (1995) recommended that procedural justice should have a significant influence on POS by demonstrating a concern for workers welfare. Besides, Byrne and Cropanzano (2001)

also suggested that procedural justice increase workers confidence in the organisation, and more importantly improve POS. Moreover, studies by Kurtessis et al., (2015); Onn, Peng and Lung (2014) mentioned that procedural justice positively correlated to POS.

This can be reinforced by the fact that procedural fairness is an important element of building a worker's attitude and well-being in manufacturing industries among direct labours. Furthermore, employees who are treated well by their organisation feel happy with their work and identify with their organisation unequivocally. Procedural justice indicates policies and practices, such as employee participation and bias in decision-making, which are comparatively stable and generally under the overall control of the organisation. Extending this to fair procedures and implementation in manufacturing industries, the role of justice in the procedure could potentially help to build employees' confidence and trust, that the organisation will treat them fairly. Also, when employees believe that an organisation is implementing a fair policy process, it tends to increase its strong support for policies with high trust and commitment to the organisation.

5.3.9 The Relationship of Perceived Organisational Support on Turnover Intention

In testing the relationship between perceived organisational support and turnover intention, the finding of the study indicated that POS significantly and negatively correlated with turnover intention ($\beta = -0.266$; $t = -5.439$; $p = 0.00$, $p < 0.05$). Thus, hypothesis nine was accepted. The study also showed the extent to which the employees commit themselves to their jobs depend on how the organisation values their contribution and cares about their general well-being. Suggesting that, in this study, direct labours may have lower levels of turnover intention if manufacturing industries maintain a high

level of POS to the employees. According to organisational support theory, if workers see more support from the organisations, they may develop positive attitudes towards the organisation (Eisenberger et al, 1986). Thus, social exchange theory (SET) Blau (1964), gave theoretical support for the correlation between POS and turnover intention. Moreover, according to SET, if employees understand that, organisations satisfactorily deal with their needs, then their turn around intention will be reduced and their positive emotions for their work and their organisation will increase.

Interestingly, the finding of this present study has extended the result of earlier studies with a significant result. The employees who feel more connected to their place of employment are less likely to quit the organisation and are more productive in the workplace (Karatepe, 2013). The concept of POS is being admired and gaining attention from day to day in the field of modern business management especially in the manufacturing sector (Wahab, Hong, Shamsuddin, Abdullah & Ali, 2014). The results show that individuals with higher POS levels tend to report lower levels of turnover intention. The study of Park et al., (2016) have examined the correlation between mentoring function, POS and turnover intention among bank workers who worked in China. The resulting proof that POS was significant and negatively related to turnover intention.

The present finding revealed that to lessen employee turnover rates within the manufacturing industry, the company must provide support to employees until they have the perception that they are supported by companies ranging from job assistance to job recognition of employees. In enhancing the organisational support, workers feel companies must be ready to help employees, from overcoming workforce barriers,

listening to workers' complaints, recognising employee performance by rewarding the best employees. Such that, the employee feels that the company has performed its duty so that it is a sense of responsibility for the employee to complete their work properly and as a result, the employee has no intention to leave the company. This suggests that the higher the perception of organisational support the employees feel, the lower the employees' desire to leave the organisation. Therefore, workers who have the support of their employer are more likely to be loyal and less inclined to look for a new job.

Furthermore, it is strongly recommended that organisations and their decision-makers benefit by implementing strategies by increasing organisational support while assisting employees in developing a positive perception of organisational support. This is done to generate positive attitudes and behaviours and environment among direct labours in manufacturing industries. Apart from that, employee relationships within an organisation are simply portrayed as a motivational factor that enhances loyalty, healthy working relationship between management and employees. This will contribute and maintain satisfactory productivity, commitment and lesser intention to leave.

5.3.10 The mediating effects of Perceived Organisational Support on the Relationship between Social Support (Perceived Supervisor Support and Perceived Co-workers Support) and Turnover Intention

The findings of this study showed that POS did not mediate the relationship between perceived supervisor support and turnover intention. The hypotheses H10 was not supported. However, POS partially mediated with perceived co-worker support and turnover intention. Therefore, hypothesis H11 accepted. In this present study, POS did

not mediate the relationship between perceived supervisor support and turnover intention and did not support most of the earlier literature.

Moreover, some evidence, provides the role of co-worker's support might play in the development of POS (Hayton et al., 2012; Ng et al., 2008), but still found limited information on this research of mediating of POS. Most of the literature review have a direct relationship. The study of Newman et al., (2012) claimed that the organisation should also consider the role played by co-worker's support in increasing POS and reducing employee turnover intention. The research findings indicate a negative relationship between intra-organisational network resources influenced by individual and their intention to turnover mediated through POS (Newman et al., 2012). The organisation ought to consider improving co-workers support in the workplace to retain employee relation. For example, the encouragement of informal mentoring which enable people to develop their network resources. Organisations may likewise attempt to build up a corporate culture where interaction between co-workers at different departments of various dimensions is the norm. This can be done by organising a few days where workers from different departments can interact freely and by encouraging employees to socially mingle.

Additionally, employees tend to view other organisational members (e.g. supervisors and co-worker) as representatives of their organisation (Eisenberger et al., 1986; Levinson, 1965). The receipt of favourable treatment from organisational members (e.g., supervisor support, transformational leadership, leader-member exchange, co-worker support) also enhances POS (Kurtessis et al., 2015; Shanock et al., 2006). From an organisational standpoint, good employees relationship between co-worker and direct labours will

enhance workers attachment to the job and thus increases the employees' level of POS and reduces the employee turnover intention.

5.3.11 The mediating effects of Perceived Organisational Support on the Relationship between Organisational Justice (Distributive Justice and Procedural Justice) and Turnover Intention

The results prove that POS mediated the relationship with distributive justice and procedural justice with turnover intention. Both hypothesis H12 and hypothesis H13 were supported. POS and organisational justice are among the most effective factors about the intention of leaving work. Organisational support is an important factor that needs to be considered as employees tend to believe that their respective organisations value their contributions and care about their well-being and happiness. Organisational support received comes from the exchange where the efforts, commitment and emotional involvement of workers are welcomed by material and social remuneration (Allen & Shanock, 2013). The study of Efosa and Salehipour (2018), proclaimed that distributive justice, procedural justice and interactional justice showed a direct relationship with turnover intention. Therefore, institutions of higher learning in Cyberjaya need to have a full understanding of the three characteristics of justice to facilitate effective implementation and assist them in reducing the turnover intention among their employees. The oldest institution in Cyberjaya must be concerned about ensuring that the correct organisational justice system is linked to fairness, transparency and consistency in providing appropriate equity in different forms such as bonus systems, care, interaction and formal systems. By considering it and ensuring proper execution, there will be a reduction in the chances of workers leaving their organisation. Numerous literature

review has a direct relationship and still found limited resources on this research mediating POS.

The role of organisational justice in the individual intentions of leaving the organisation is important, as it involves a high cost of recruiting and training new staff. Hence, managers need to pay attention to promoting a fair environment to enhance employee stability by leveraging positive attitudes. Supervisors should develop fairness in the outcomes and the procedure by embracing bilateral communication to create opportunities for employees to participate and raise their voices of preference during decision-making procedures. However, the management usually avoids changing its results by informing employees first and taking them into confidence can help to avoid the deterioration of the behaviour. Consequently, human resources need to play an important role during the policy-making phase to ensure that distributive justice and procedural justice received by employees are fair. This will avoid direct labour turnover and encourage workers loyalty to the organisation.

5.4 Implication, Limitation and Recommendation of Future Research

This chapter continues the discussion of the implication of the study which includes theoretical and practical implication, followed by limitations of the study as well as suggestions for future research.

5.4.1 Theoretical Implication

Today's knowledge-based industry is highly dependent on its workers. Workers today are believed to be the assets in most of the organisations. Along these lines, the employer needs to put in much effort to comprehend and examine the angles to retain employees from leaving the organisation. This study presents several theoretical implications, as well as the findings of this study, have contributed to a body of knowledge by bringing new perspectives, especially in the Malaysian context on factors involving turnover intentions through the main effects as well as mediation effect. The study also shows that certain factors have more impact on turnover intentions than others and, that adds to the increasing literature on factors that are important in reducing turnover intentions. This study identified that antecedents of POS namely social support (perceived co-worker support) and organisational justice (distributive justice and procedural justice) influenced turnover intention and has been extended by adding POS as a mediator. Theoretically, the implications of examining the antecedent of POS will encourage a broad range of employee behaviours from high individual achievements, to collaborating with organisations. It will also help employees to become more successful in their careers and enable manufacturing companies to succeed in retaining direct labours.

This study is consistent with Blau's SET (1964). Based on the model of exchange, the higher the level of employees perception, more likely they are to flood the organisation with positive attitudes. This may lower the intention to withdraw from an organisation. In return, the employees will help the organisation to achieve the company's goals and objectives and reciprocate with loyalty based on the concept of exchange norm (Nawaser, Khaksar, Shaksian & Jahanshahi, 2011). The implications of research findings on social

change are employer focusing on the well-being of employees by providing compensation package, organisational support and happy working environment.

Most of the previous studies on these variables were in the western context. Therefore, the results of those studies may not necessarily apply to other countries, particularly Malaysia. And, that is because of unique national culture and diverse human resource practices. These factors have a different impact on developing countries compared to developed countries. Therefore, studying the factors that impact the turnover intention in a new environment that represents the views of developing countries such as Malaysia contributes to theoretical knowledge. That apart, this present study bridges the gap in the turnover intention literature in the context of Malaysia. This study addresses the theoretical gap by discussing the turnover intention of direct labours in the manufacturing sector in Malaysia. The findings stated in this study will motivate future researchers and relevant stakeholders to pay more attention to turnover intention not only in the manufacturing sector but also in other key economic sectors in Malaysia.

Most of the results in the present study are in line with earlier researches and empirically confirmed the results by increasing insights to the relationships between variables. While those that are not in line with previous studies have led to new findings in the field of human resource management and turnover intention. This, calls for more researchers to investigate the relationship between these variables to fill the contextual and theoretical gap. The results of this study showed that by supporting the antecedent of POS factors, employee turnover intention can be reduced. This will help the manufacturing sectors address their performance and also help to potentially improve their results.

The role of perceived supervisor support was examined as an important factor in the previous study. In this current study, unable to prove that supervisor supports have a significant relationship with turnover intention. Although this relationship is not supported, it is the direction for future research in the same or different sectors. However, there is a strong significant relationship between co-worker support and turnover intention in this research. When the employees perceived support increases for the co-worker their intention to quit the organisation lessens. Therefore, the organisation should consider improving and maintain co-workers support schemes in the workplace which enable individuals to build up their network resources. This will lead to employee job satisfaction and reduce their intention to quit the organisation. With the support of co-workers, employees can meet their needs to socialize and prove themselves by working in the group. Strong teams with co-worker's relationship contribute to organisation success. Subsequently, building connections can enable the organisation to push ahead faster by encouraging problem-solving, creating solutions together and reduce turnover intention. Therefore, it seems that the support of co-workers may not only have implications for the wellbeing of employees but also may have the implications for organisational attitudes. So, managers in manufacturing industries should pay attention to the creation of teams to enhance cooperation and support among employees as employees who receive support from their co-workers in the group show less turnover intention.

Most of the studies showed that organisational justice was significant to turnover intentions (Zaman, Ali & Ali, 2010; Ahmad, 2018). Employees who believe strongly in the existence of distributive justice and procedural justice in their workplace are less likely to have the intention of leaving the organisation (Gillespie & Greenberg, 2005).

This study conforms with earlier studies, where both distributive justice and procedural justice showed a significant and negative relationship on turnover intention. Human resources manager should establish the rules and regulations to maintain organisational justice within the organisation. If there is a fair application of organisational justice, every worker will get an equal offer in handling all work-related matters. It means that when the management of the manufacturing sector implement distributive justice and procedural justice in their organisation, the loyalty of employees increase and this will decrease their intention to leave the organisation.

In the same sequence, the effect of POS on turnover intention has been examined in previous literature and the results demonstrated that the POS was affecting and reducing turnover intention and was consistent with the present results. The study also indicated the importance of POS in predicting and reducing the level of turnover intention amongst direct labour in manufacturing contexts. The results are inferred that when employees feel that their organisation appreciate their concern or contribution to their well-being, they exhibit positive attitudes and continue to be motivated and shall remain in the same organisation.

Apart from that, the results also indicate that there are various methods to convey to an employee, as to how the organisation cares about his or her well-being and values their contributions. In the current research, it is proposed that perceived supervisor support, perceived co-workers support, distributive justice and procedural justice should be given greater consideration as contributors to the development of POS. This concept was supported by earlier researchers. Thus, it is evident and asserted by researchers that the area in which the researcher explored is empirically rare and contributed to the body of

knowledge by using mediator effect of POS on the relationship of the antecedent of POS. Despite being associated with POS, the POS has a huge significance in the perception of workers and play a mediator role in impacting the worker's outcomes such as turnover intention amongst direct labours in the Malaysian context particularly in manufacturing companies in the state of Johor.

5.4.2 Practical Implication

The present study also discloses several practical and important contributions for the management including human resource and policymakers. Apart from that the study also has shown some insights and knowledge as to how turnover intention can be reduced either directly or indirectly. In reducing the turnover intention among direct labours the company must be listening to workers' complaints, willing to help employees, overcoming barriers to work, recognising employee performance by rewarding the best. Thus, the employee feels that the company has fulfilled its duty so that it is a sense of responsibility for the employee to complete their work properly so that he or she has no desire to leave the company. Apart from that, the employer should be focusing on employee well-being to improve employee efficiency, enthusiasm, motivation, performance, involvement and commitment that leads to increased retention and decrease in employee intention to quit the organisation.

Managers can evaluate and analyse each factor based on the magnitude of the relationship. Through analysis, managers can provide better recommendations for improving the situation with proper and effective implementation. Managers can reduce or prevent employee turnover intention from occurring which leads to financial

sustainability and long-term growth. Managers should pay attention to the result so that, they can focus further on the main function of the business. The result of this present study states that most of the factors investigated are important for predicting direct labours turnover intention in the manufacturing sector. Understanding these factors will help policymakers and practitioners in enhancing employee's positive attitudes toward their organisations such as antecedent of POS (perceived supervisor support, perceived co-worker support, distributive justice, procedural justice and perceived organisational support) which in turn will lead to lower turnover intention.

One of the probable factors for reducing turnover intention of workers is the direct use of perceived supervisor support. However, this research was not able to reveal the direct effect of perceived supervisor support on turnover intention among direct labours in the manufacturing sector. Similarly, several other studies could not expose a direct influence of perceived supervisor support on turnover intention and recommended that more investigations were required (Eisenberger et al., 2002; Cho et al., 2009). Apart from that, this present study revealed that co-worker support plays an important role in attracting direct workers to stay in the organisation. Also, the manufacturing companies should conduct several activities to strengthen the co-worker support alliance. Hence, having a strong bond with co-workers is a great path to enhance productivity in the workplace. Apart from that having a good relationship with a co-worker is an important part of being successful in the job. A good relationship with co-workers contribute a happy work culture, make them work together, encourages other workers and feel comfortable in sharing their ideas whether personal or work-related which in turn will reduce turnover intention. The present study carried out on co-worker support revealed, that most of the manufacturing sector was focusing on external activities such as festival celebrations,

annual dinner, team-building activities to strengthen the relationship between direct labours. Several manufacturing industries organise activities to encourage their co-workers to lead a healthy lifestyle. Sports activities like badminton, bowling and football were organised on a weekly or monthly basis. The present study suggests that management must give similar importance to co-worker support activities as well to enhance the commitment level as it will help in reducing the turnover intention level among direct labours.

Thus, insights gained from the current study may guide organisations to take proactive measures by addressing turnover intention among direct labours and reducing this problem by adopting organisational justice. It can be done by making continuous efforts to treat workers fairly with distributive justice accompanied by procedural justice. Today, the lack of justice is the leading issue in the employment of workers in developing countries (Aslam et al., 2016; Aslam et al., 2015). There is ample evidence to suggest that the perception of justice among workers affects their judgment of the organisation, whereas injustice has been shown to cause turnover intention. However, this can be done by distributing fair rewards that correspond to the nature of job and job risks. Moreover, the managers must effectively communicate the company's procedural justice to employees so that employees can understand clearly and easily. The findings of this study may cause managers to set up fair organisational procedures to all employees to reduce negative affective and emotional reactions and reduce their turnover intentions. Therefore, these are the main reasons that ultimately build their desire to leave the organisation.

In reducing employee absenteeism and the intention to quit, several activities can be organised. The management should focus on the commitment of their direct labour to meet their customer's deliveries and satisfaction. In the current research study, there are the manufacturing companies offered the scheme 'Come and Win' to direct labours to participate, in which they must fulfil the criteria such as no absenteeism, no sick leave or hospitalisation leave, no unpaid leave, no maternity leave, no prolonged illness leave and annual leave. If the direct labours fulfil the criteria for a minimum period of three months continuously, they can win grand prizes through lucky draw such as a 'smartphone'. Aside the rest get a 'shopping vouchers' or 'meal vouchers'. Several other factories reward money if the attendance is good and fulfil certain criteria. Most of the manufacturing factories involved in this present study provide annual bonuses and some factories offer six or three-months bonuses. Therefore, to maintain the competitiveness of human resources, organisations should increase benefits, pay for their employees' structure, promotion procedures and career development. This will have a significant impact on retaining employees and also maintain good interaction with the employee without prejudice.

The findings showed the importance of POS in the setting of research as it is an essential factor in increasing perceived supervisor support, perceived co-worker support and distributive justice. The impact of perceived organisational support on turnover intention was also examined in this study and it showed how well the direct labours in the manufacturing sector perceived support from the organisation. It will make employees feel obligated to repay the organisation with additional effort and loyalty when favourable support treatment is meted out to them. The decision-makers in the Malaysian manufacturing sector need to pay attention to this factor and look at evaluating their

contribution, care and their well-being and focus on their employees' perceptions of this support. To understand the relationship between POS and turnover intention SET has been defined as mutual support between two or more parties in which one party favours the other in anticipation of future returns.

The contribution of this study is incomplete if the implications of this study on the manufacturing sector are not clearly described, as important sectors contribute to Malaysia's Gross Domestic Product (GDP) economy. Therefore, Malaysian government agencies need to pay attention and initiate policies to eliminate the rising turnover in the manufacturing sector in Malaysia while implementing strategic plans for retaining workers in this profitable sector. It is therefore suggested that the management of manufacturing companies should provide such a positive atmosphere where employees feel employer care about them, and in turn, employees will contribute to the company's achievement. Furthermore, this study also provides insights into other companies such as the services sector in Malaysia, to benefit from the findings.

Furthermore, understanding and exploring why it is important to predict direct labour's intention to leave the manufacturing company at the early stage is to prevent actual turnover from happening and in the meantime reduce costs and avoid impact on productivity, product quality and competitive advantage. The widespread literature and arguments in the present study should be considered in discussing the antecedent factors of POS such as perceived supervisor support, perceived co-worker support, distributive justice, procedural justice and turnover intention. However, the importance of the current study's implications may help the manufacturing companies to understand the antecedents of POS for employee turnover intention. Furthermore, the result of the

present study highlighted main points to reduce the turnover intention among direct labours. All the supported variables should be useful for policymakers and will provide a guideline to the manufacturing companies in the state of Johor.

5.4.3 Limitation and Suggestions for Future Research

In this present study not all the variables tested showed, having a significant relationship. This study was conducted specifically for the state of Johor and involved only three hundred and eighty-nine respondents in which the sample size may not represent the entire population in Malaysia. Therefore, future studies should incorporate respondents from all states in Malaysia to get a wider perspective on the antecedents of POS, especially for perceived supervisor support. This is because perceived supervisor support could not discover any significant direct or indirect relationship. Therefore, this variable should be carried forward for further analysis. Thus, researchers in the future need to conduct more studies to assess the impact of the antecedents of POS on turnover intention in other manufacturing sectors such as small and medium enterprises (SME) or services industries in Malaysia. Hence, future studies are recommended to make a comparison on the antecedents of POS (perceived supervisor support, perceived co-worker support, distributive justice and procedural justice) with turnover intention between employees of different industries. Moreover, most of the literature review was unable to support findings in the context of the manufacturing industries in the state of Johor. It is because of limited studies carried out in Malaysian manufacturing industries.

This study only focused on distributive justice and procedural justice. Another limitation of this study is the non-inclusion of other types of justice such as interaction justice. This

can be termed as an interpersonal aspect (Bias & Mong, 1986). Interaction justice could also be made as a crucial factor in impacting turnover intention and POS. This should be considered in the forthcoming work. This interpersonal aspect is a very powerful predictor of behavioural intentions and work attitudes (Colquitt et al., 2001). It is also supported by Cheung (2013) that, Hong Kong engineers, perceived interpersonal justice from the organisation as perceived organisational support, for future career advancement.

Knowingly, this study has adopted a quantitative method to achieve research objectives. Meantime, it can also be more useful if a mixed-method is used to investigate further than the objectives listed in this study. Therefore, future researchers are encouraged to consider approaching the objectives listed here with a mixed-method approach.

5.5 Conclusion

In this study, all the research questions have been answered despite some limitations. The antecedents of POS namely perceived co-worker support, distributive justice and procedural justice correlate with turnover intention. The POS also resulted in reduced employee turnover intention among direct labours in manufacturing industries and feelings of obligations to the organisation. Apart from that the perceived supervisor support, perceived co-worker support, distributive justice and procedural justice have shown the correlation with POS. All the supported variables have been explained by SET and this will help to strengthen the role of the reciprocity norm in employee-employer relationships. It is proposed that manufacturing companies must focus on the performance of employees without any bias, respect and trust all employees and ensure proper communication which will result in reducing employees intention to quit. The

findings of this current study also provide theoretical and practical implication for researchers and management. Particularly, to the manufacturing companies in the state of Johor. Thus, some future research directions should be drawn to the limitations of the existing study. In conclusion, this study is valuable for its contribution by adding practices, theories and methodologies to the established body of knowledge in the turnover intention as well as the antecedents of perceived organisational support.



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APPENDIX A

Research Questionnaire:

The Antecedents and Outcome of Perceived Organisational Support on Turnover Intention among Direct Employees in Manufacturing Industry.

Dear participants:

I am conducting an academic research in the area of Human Resource Management as part of my Doctorate in Business Administration program at Othman Yeop Abdullah Graduate School of Business (OYAGSB). The survey intends to understand the antecedents and outcome of perceived organisational support on turnover intention among direct employees in manufacturing industry. The survey of questionnaires related to turnover intention, perceived supervisor support, perceived co-worker support, distributive justice, procedural justice and perceived organisational support. Any information that you provide will be kept confidential and will be used for research purpose only. In this regard, you are kindly requested to fill the survey form as attached herewith. This survey will take about 15 minutes of your precious time. Your cooperation in this matter is highly appreciated. If you have any query related to this survey, please do not hesitate to ask me.

MAGESPARIAMAL AP CHANDRAN
Candidate Othman Yeop Abdullah Graduate School of Business
College of Business,
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Mobile: 013-7247167
Email: mageschandran@yahoo.com



LAMPIRAN A

Soal Selidik Penyelidikan:

Anteseden dan Hasil Kepada Tanggapan Sokongan Organisasi Terhadap Niat Berhenti di Kalangan Pekerja Langsung di Industri Pembuatan.

Peserta yang dihormati:

Saya menjalankan penyelidikan akademik di bidang Pengurusan Sumber Manusia sebagai sebahagian daripada program 'Doktor Pengurusan Perniagaan' (DBA) di Sekolah Perniagaan Siswazah Othman Yeop Abdullah (OYAGSB). Tinjauan kajian ini bertujuan untuk memahami anteseden dan hasil tanggapan sokongan organisasi terhadap niat berhenti di kalangan pekerja langsung dalam industri pembuatan. Kajian soal selidik yang berkaitan dengan niat berhenti, tanggapan sokongan penyelia, tanggapan sokongan rakan sekerja, keadilan agihan, keadilan tatacara dan tanggapan sokongan organisasi. Sebarang maklumat yang anda berikan akan dirahsiakan dan akan digunakan untuk tujuan penyelidikan sahaja. Sehubungan dengan itu, anda diminta untuk mengisi borang tinjauan seperti yang dilampirkan dengan ini. Kajian ini mengambil masa kurang daripada 15 minit. Kerjasama anda dalam perkara ini sangat dihargai. Sekiranya anda mempunyai sebarang pertanyaan yang berkaitan dengan tinjauan ini, jangan ragu untuk bertanya kepada saya.

SECTION A / BAHAGIAN A
RESPONDENT BACKGROUND
LATAR BELAKANG RESPONDEN

The below questions are about your background. Please tick (✓) in the appropriate box.

Soalan-soalan di bawah adalah mengenai latar belakang anda. Sila tandakan (✓) pada kotak yang berkenaan.

- 1 Gender / *Jantina*
Male / *Lelaki*
Female / *Perempuan*

- 2 Age / *Umur*
20 years old and below / *20 tahun dan ke bawah*
21 to 29 years / *21 hingga 29 tahun*
30 to 39 years / *30 hingga 39 tahun*
40 to 49 years / *40 hingga 49 tahun*
50 years old and above / *50 tahun ke atas*

- 3 Marital Status / *Status Perkahwinan*
Single / *Belum Berkahwin*
Married / *Sudah Berkahwin*
Others / *Lain-lain*

- 4 Educational Level / *Tahap Pendidikan*
No formal education / *Tiada pendidikan formal*
Primary / *Sekolah Rendah*
Secondary / *Sekolah Menengah*
Other qualifications / *Kelayakan lain*

- 5 Length of service / *Tempoh perkhidmatan*
1 year and below / *1 tahun dan ke bawah*
1 to 5 years / *1 hingga 5 tahun*
6 to 10 years / *6 hingga 10 tahun*
More than 11 years / *Melebihi 11 tahun*

SECTION B / BAHAGIAN B**TURNOVER INTENTION****NIAT BERHENTI**

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

Sila beri maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
<i>Sangat tidak bersetuju</i>	<i>Agak tidak bersetuju</i>	<i>Tidak bersetuju</i>	<i>Berkecuali</i>	<i>Setuju</i>	<i>Bersetuju dengan sederhana</i>	<i>Sangat bersetuju</i>

1. I am actively looking for a job outside this organisation.

Saya secara aktif mencari pekerjaan di luar organisasi ini.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

2. As soon as I can find a better job, I will leave this organisation.

Sebaik sahaja saya dapat mencari pekerjaan yang lebih baik, saya akan meninggalkan organisasi ini.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

3. I am seriously thinking about quitting my job.

Saya secara serius berfikir untuk berhenti kerja.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

4. In the last few months, I think seriously about looking for a job in other sectors.

Beberapa bulan kebelakangan ini, saya serius memikirkan untuk mencari pekerjaan di sektor lain.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

5. Taking everything into consideration, there is a likelihood that I will make serious efforts to find a new job within the next year.

Dengan mempertimbangkan segala-galanya, ada kemungkinan saya akan melakukan usaha serius untuk mencari pekerjaan baru dalam tahun berikutnya.

1	2	3	4	5	6	7
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SECTION C / BAHAGIAN C

PERCEIVED SUPERVISOR SUPPORT

TANGGAPAN SOKONGAN PENYELIA

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
<i>Sangat tidak bersetuju</i>	<i>Agak tidak bersetuju</i>	<i>Tidak bersetuju</i>	<i>Berkecuali</i>	<i>Setuju</i>	<i>Bersetuju dengan sederhana</i>	<i>Sangat bersetuju</i>

1. The supervisor values my contribution to its well-being.

Penyelia menghargai sumbangan saya untuk kesejahteraannya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

2. If the supervisor could hire someone to replace me at a lower salary it would do so.

Sekiranya penyelia dapat mengupah seseorang untuk menggantikan saya dengan gaji yang lebih rendah, ia akan melakukannya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

3. The supervisor fails to appreciate any extra effort from me.

Penyelia gagal menghargai usaha tambahan daripada saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

4. The supervisor strongly considers my goals and values.

Penyelia sangat mempertimbangkan matlamat dan nilai saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

5. The supervisor would ignore any complaint from me.

Penyelia akan mengabaikan sebarang aduan daripada saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

6. The supervisor disregards my best interests when it makes decisions that affect me.

Penyelia mengabaikan kepentingan terbaik saya ketika membuat keputusan yang mempengaruhi saya.

1	2	3	4	5	6	7
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7. Help is available from the supervisor when I have a problem.

Bantuan tersedia dari penyelia apabila saya menghadapi masalah.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

8. The supervisor really cares about my well-being.

Penyelia sangat mengambil berat tentang kesejahteraan saya

1	2	3	4	5	6	7
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9. The supervisor is willing to extend itself in order to help me perform my job to the best of my ability.

Penyelia bersedia memajukan diri untuk menolong saya melaksanakan tugas dengan sebaik mungkin.

1	2	3	4	5	6	7
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10. Even if I did the best job possible, the supervisor would fail to notice.

Walaupun saya melakukan pekerjaan yang terbaik, penyelia tidak akan melihatnya.

1	2	3	4	5	6	7
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11. The supervisor is willing to help me when I need a special favour.

Penyelia bersedia menolong saya ketika saya memerlukan bantuan khas

1	2	3	4	5	6	7
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12. The supervisor cares about my general satisfaction at work.

Penyelia mengambil berat tentang kepuasan umum saya di tempat kerja.

1	2	3	4	5	6	7
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13. If given the opportunity, the supervisor would take advantage of me.

Sekiranya diberi peluang, penyelia akan mengambil kesempatan daripada saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

14. The supervisor shows very little concern for me.

Penyelia tidak begitu mempedulikan saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

15. The supervisor cares about my opinions.

Penyelia mengambil berat pendapat saya.

1	2	3	4	5	6	7
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16. The supervisor takes pride in my accomplishments at work.

Penyelia berasa bangga dengan pencapaian saya di tempat kerja

1	2	3	4	5	6	7
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SECTION D / BAHAGIAN D

CO-WORKER SUPPORT

TANGGAPAN SOKONGAN RAKAN SEKERJA

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
<i>Sangat tidak bersetuju</i>	<i>Agak tidak bersetuju</i>	<i>Tidak bersetuju</i>	<i>Berkecuali</i>	<i>Setuju</i>	<i>Bersetuju dengan sederhana</i>	<i>Sangat bersetuju</i>

1. Your co-workers really care about you.

Rakan sekerja anda sangat mengambil berat tentang anda.

1	2	3	4	5	6	7
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2. You feel close to your co-workers.

Anda merasa dekat dengan rakan sekerja anda.

1	2	3	4	5	6	7
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3. Your co-workers take a personal interest in you.

Rakan sekerja anda mengambil minat peribadi terhadap anda.

1	2	3	4	5	6	7
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4. You feel appreciated by your co-workers.

Anda berasa dihargai oleh rakan sekerja anda.

1	2	3	4	5	6	7
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5. Your co-workers are friendly to you.

Rakan sekerja anda ramah kepada anda.

1	2	3	4	5	6	7
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6. Your co-workers would fill in while you're absent.

Rakan sekerja anda akan mengisi kerja anda semasa anda tiada.

1	2	3	4	5	6	7
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7. Your co-workers are helpful in getting your job done.

Rakan sekerja anda membantu menyelesaikan tugas anda.

1	2	3	4	5	6	7
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8. Your co-workers give useful advice on job problems.

Rakan sekerja anda memberikan nasihat berguna mengenai masalah pekerjaan.

1	2	3	4	5	6	7
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9. Your co-workers assist with unusual work problems.

Rakan sekerja anda membantu dengan masalah kerja yang tidak biasa.

1	2	3	4	5	6	7
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10. Your co-workers will pitch in and help.

Rakan sekerja anda akan masuk dan membantu.

1	2	3	4	5	6	7
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SECTION E / BAHAGIAN E

DISTRIBUTIVE JUSTICE

KEADILAN AGIHAN

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
<i>Sangat tidak bersetuju</i>	<i>Agak tidak bersetuju</i>	<i>Tidak bersetuju</i>	<i>Berkecuali</i>	<i>Setuju</i>	<i>Bersetuju dengan sederhana</i>	<i>Sangat bersetuju</i>

1. In my opinion, my current job responsibility is assigned to me fairly.

Pada pendapat saya, tanggungjawab pekerjaan saya sekarang diberikan kepada saya dengan adil.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

2. I think the reward I receive from the job I do for my organisation is fair enough.
Saya rasa ganjaran yang saya terima dari pekerjaan yang saya lakukan untuk organisasi saya cukup adil.

1	2	3	4	5	6	7
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3. I think, my current workload is fair to me.
Saya rasa, beban kerja saya sekarang adalah adil bagi saya.

1	2	3	4	5	6	7
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4. I think, the pay I receive from the work I do is fair enough.
Saya rasa, gaji yang saya terima dari kerja yang saya lakukan cukup adil.

1	2	3	4	5	6	7
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5. The scheduling of my job responsibility is fair enough.
Penjadualan tanggungjawab kerja saya cukup adil.

1	2	3	4	5	6	7
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SECTION F / BAHAGIAN F

PROCEDURAL JUSTICE

KEADILAN PROSEDUR

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
<i>Sangat tidak bersetuju</i>	<i>Agak tidak bersetuju</i>	<i>Tidak bersetuju</i>	<i>Berkecuali</i>	<i>Setuju</i>	<i>Bersetuju dengan sederhana</i>	<i>Sangat bersetuju</i>

1. The procedures used to communicate performance feedback is fairly described to me.
Prosedur yang digunakan untuk menyampaikan maklum balas prestasi dijelaskan dengan adil kepada saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

2. The method used to determine pay raises is fair enough.
Kaedah yang digunakan untuk menentukan kenaikan gaji cukup adil.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

3. The procedures used to evaluate my performance is fair.

Prosedur yang digunakan untuk menilai prestasi saya adalah adil.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

4. The procedures used in determining promotion is fair.

Prosedur yang digunakan dalam menentukan kenaikan pangkat adalah adil.

1	2	3	4	5	6	7
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SECTION G / BAHAGIAN G

PERCEIVED ORGANISATIONAL SUPPORT TANGGAPAN SOKONGAN TERHADAP ORGANISASI

Please circle a number next to each statement to indicate the extent to which you agree or disagree with the following statement based on the scale below:

Anda dipohon untuk memberi maklum balas kepada setiap pernyataan dengan membulatkan skala berdasarkan julat yang tertera di bawah:

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Disagree	Neutral	Agree	Moderately Agree	Strongly Agree
<i>Sangat tidak bersetuju</i>	<i>Agak tidak bersetuju</i>	<i>Tidak bersetuju</i>	<i>Berkecuali</i>	<i>Setuju</i>	<i>Bersetuju dengan sederhana</i>	<i>Sangat bersetuju</i>

1. The organisation values my contribution to its well-being.

Organisasi menghargai sumbangan saya untuk kesejahteraannya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

2. If the organisation could hire someone to replace me at a lower salary it would do so.

Sekiranya organisasi dapat mengupah seseorang untuk menggantikan saya dengan gaji yang lebih rendah, ia akan melakukannya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

3. The organisation fails to appreciate any extra effort from me.

Organisasi gagal menghargai usaha tambahan daripada saya.

1	2	3	4	5	6	7
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4. The organisation strongly considers my goals and values.

Organisasi sangat mempertimbangkan matlamat dan nilai saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

5. The organisation would ignore any complaint from me.

Organisasi akan mengabaikan sebarang aduan daripada saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

6. The organisation disregards my best interests when it makes decisions that affect me.

Organisasi mengabaikan kepentingan terbaik saya apabila membuat keputusan yang mempengaruhi saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

7. Help is available from the organisation when I have a problem.

Bantuan tersedia dari organisasi apabila saya menghadapi masalah.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

8. The organisation really cares about my well-being.

Organisasi sangat mementingkan kesejahteraan saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

9. The organisation is willing to extend itself in order to help me perform my job to the best of my ability.

Organisasi bersedia mengembangkan, untuk menolong saya melaksanakan tugas dengan sebaik mungkin.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

10. Even if I did the best job possible, the organisation would fail to notice.

Walaupun saya melakukan pekerjaan dengan sebaik mungkin, organisasi itu tidak akan memandang.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

11. The organisation is willing to help me when I need a special favour.

Organisasi bersedia menolong saya ketika saya memerlukan bantuan khas.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

12. The organisation cares about my general satisfaction at work.

Organisasi mengambil berat tentang kepuasan umum saya di tempat kerja.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

13. If given the opportunity, the organisation would take advantage of me.

Sekiranya diberi peluang, organisasi akan memanfaatkan saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

14. The organisation shows very little concern for me.

Organisasi ini tidak begitu mempedulikan saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

15. The organisation cares about my opinions.

Organisasi mengambil berat pendapat saya.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

16. The organisation takes pride in my accomplishments at work.

Organisasi berasa bangga dengan pencapaian saya di tempat kerja.

1	2	3	4	5	6	7
---	---	---	---	---	---	---

17. The organisation tries to make my job as interesting as possible.

Organisasi berusaha menjadikan pekerjaan saya semenarik mungkin.

1	2	3	4	5	6	7
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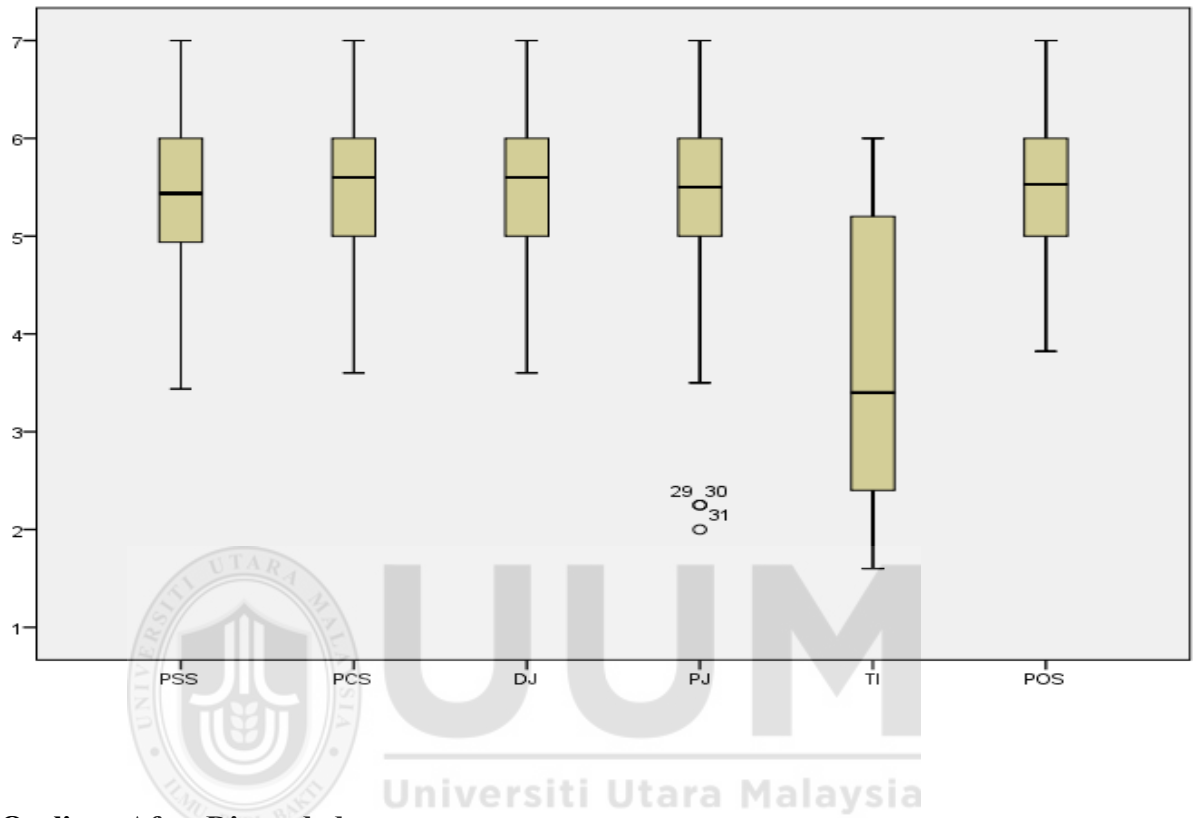


Thank You
Terima Kasih
Universiti Utara Malaysia

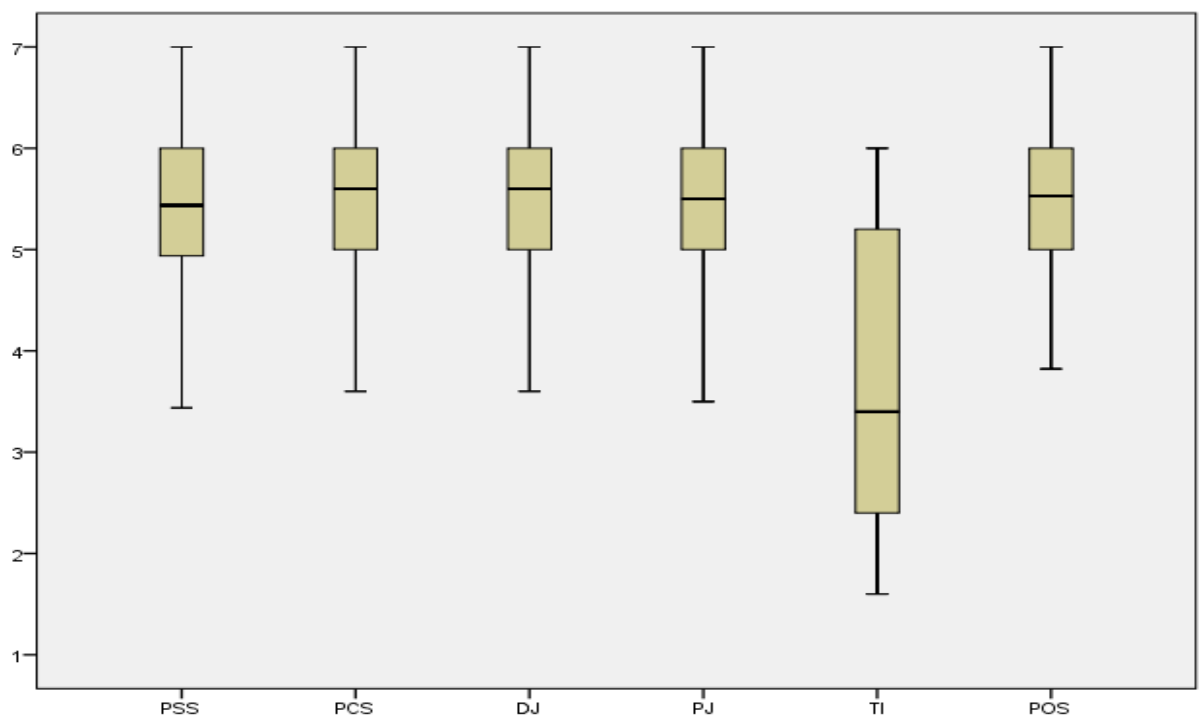
APPENDIX B

ASSESSMENT OF OUTLIERS

Outliner Before Discarded



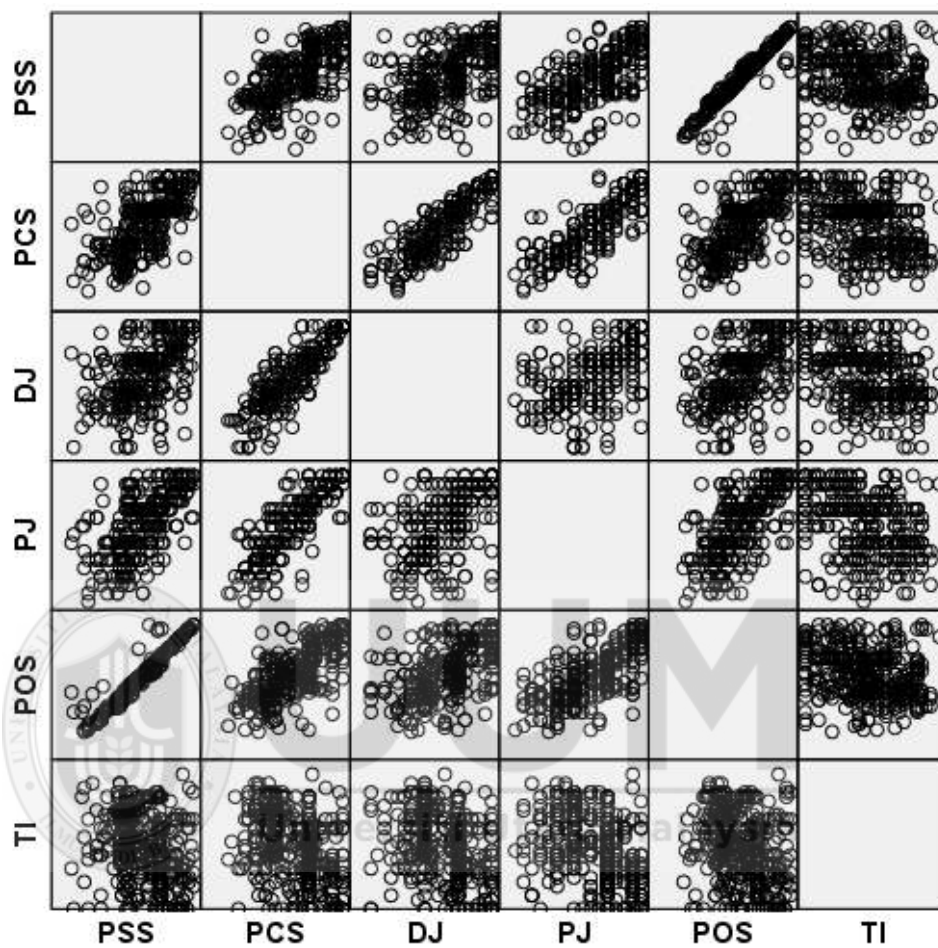
Outliner After Discarded



APPENDIX C

ASSESSMENT OF LINEARITY

Scatter Plots of Variables



APPENDIX D

FACTOR ANALYSIS

1. Turnover Intention

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.615
Bartlett's Test of Sphericity	Approx. Chi-Square	758.856
	df	10
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Loadings			Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.229	44.582	44.582	2.229	44.582	44.582	1.809	36.183	36.183
2	1.708	34.155	78.736	1.708	34.155	78.736	1.615	32.295	68.478
3	.447	8.949	87.685	.447	8.949	87.685	.960	19.207	87.685
4	.421	8.419	96.104						
5	.195	3.896	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
TI1	.948		
TI2		.810	
TI3			.909
TI4		.899	
TI5	.946		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Anti-image Matrices

		TI1	TI2	TI3	TI4	TI5
Anti-image Covariance	TI1	.351	.022	-.027	.004	-.279
	TI2	.022	.583	-.204	-.234	-.016
	TI3	-.027	-.204	.598	-.196	-.033
	TI4	.004	-.234	-.196	.594	.018
	TI5	-.279	-.016	-.033	.018	.349
Anti-image Correlation	TI1	.515 ^a	.050	-.058	.009	-.796
	TI2	.050	.696 ^a	-.346	-.398	-.036
	TI3	-.058	-.346	.737 ^a	-.328	-.073
	TI4	.009	-.398	-.328	.700 ^a	.039
	TI5	-.796	-.036	-.073	.039	.518 ^a

a. Measures of Sampling Adequacy(MSA)

2. Perceived Supervisor Support

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.756
Bartlett's Test of Sphericity	Approx. Chi-Square	3849.023
	df	120
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.328	33.299	33.299	5.328	33.299	33.299	4.201	26.254	26.254
2	2.726	17.035	50.334	2.726	17.035	50.334	3.210	20.063	46.317
3	1.457	9.107	59.441	1.457	9.107	59.441	2.100	13.124	59.441
4	1.245	7.782	67.223						
5	.967	6.042	73.265						
6	.856	5.348	78.613						
7	.736	4.602	83.214						
8	.548	3.425	86.640						
9	.481	3.004	89.644						
10	.386	2.415	92.059						
11	.358	2.237	94.296						
12	.329	2.053	96.349						
13	.227	1.417	97.766						

14	.183	1.145	98.911					
15	.135	.846	99.758					
16	.039	.242	100.000					

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
PSS1	.812		
PSS2		.726	
PSS3	.749		
PSS4		.727	
PSS5		.624	
PSS6	.771		
PSS7	.627		
PSS8		.679	
PSS9	.734		
PSS10	.558		
PSS11		.619	
PSS12			.918
PSS13	.631		
PSS14		.749	
PSS15	.724		
PSS16			.922

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Anti-image Matrices

	PSS1	PSS2	PSS3	PSS4	PSS5	PSS6	PSS7	PSS8	PSS9	PSS10	PSS11	PSS12	PSS13	PSS14	PSS15	PSS16
Anti-image Correlation	.244	.037	-.048	.022	.022	-.196	-.006	.027	.030	-.012	-.026	.010	.035	-.032	.154	-.000
PSS1	.037	.846	-.011	-.034	-.036	-.030	-.035	-.023	.031	-.070	.004	-.018	-.020	-.048	-.003	
PSS2	.048	.011	.437	.061	.071	-.048	-.172	-.042	-.035	-.040	.183	.004	-.011	-.037	-.026	.002
PSS3	.022	-.034	.061	.423	.116	-.017	-.046	-.223	-.019	.006	-.136	.019	.066	-.077	-.027	-.027
PSS4	.022	-.036	.071	.116	.415	.028	.064	-.075	-.063	.041	-.260	.004	.035	-.037	.041	.011
PSS5	-.196	-.030	.048	.017	-.026	.281	.017	.032	-.048	.013	.043	-.000	-.021	.030	.048	.000
PSS6	-.006	-.035	-.172	-.040	-.064	.017	.520	.007	-.092	.001	-.001	.004	-.129	.018	.004	-.011
PSS7	.027	-.023	-.042	-.223	-.078	-.032	.007	.484	.042	.010	.047	-.021	-.077	-.050	-.001	.011
PSS8	.030	.004	-.035	-.019	-.063	-.048	-.045	.043	.804	-.151	.032	-.018	-.106	-.087	-.131	.020
PSS9	-.012	-.070	-.004	.006	-.041	.013	.041	.010	-.151	.884	.053	.004	-.017	.070	-.077	-.015
PSS10	-.026	.004	.183	.136	-.260	.043	.001	.047	.032	.053	.379	-.000	-.020	.029	-.057	.014
PSS11	.000	-.004	-.004	.019	.004	.006	.004	-.021	-.016	.004	.006	.070	-.025	.007	.021	.072
PSS12	.001	.018	-.001	.000	.035	.021	-.120	-.077	-.109	-.017	-.029	-.020	.575	.020	.070	.007
PSS13	-.032	-.220	-.037	.077	-.037	.020	.030	-.050	-.007	.070	.025	-.007	.025	.342	.005	-.000
PSS14	-.154	-.003	-.037	-.027	.041	.040	.004	-.051	-.131	-.077	-.067	.031	-.070	.050	.442	-.021
PSS15	-.000	-.003	.000	-.027	-.011	.000	-.011	-.021	.028	-.013	.014	-.072	.007	-.008	-.021	.076
Anti-image Correlation	.718	.110	-.142	.060	.065	-.744	-.016	.079	.006	-.020	-.085	.062	.013	-.110	-.046	-.000
PSS1	.110	.786	.025	-.083	.090	-.081	.078	.051	.052	.136	.045	.022	.033	.004	.036	-.015
PSS2	-.142	.025	.611	.142	.167	.130	-.300	.081	.082	.024	.254	-.024	.002	.086	.000	.000
PSS3	.060	-.083	.142	.718	.293	-.048	-.089	-.488	-.040	.011	-.341	.006	.122	-.292	-.132	-.000
PSS4	.065	.090	.167	.293	.611	-.054	-.436	-.168	-.164	-.077	-.679	.021	.073	.088	.007	-.063
PSS5	-.744	.081	-.130	.048	.054	.727	.385	-.086	-.136	.031	.131	.034	.054	.106	.140	.053
PSS6	-.016	-.078	-.300	-.048	-.136	.045	.042	.181	-.207	.063	-.001	.000	-.221	.043	.008	-.025
PSS7	.079	.051	.082	-.048	-.168	-.089	.191	.754	.007	.017	.100	-.100	-.148	-.121	-.100	.111
PSS8	.006	.006	.002	.002	.046	.154	.136	.207	.007	.041	.082	.002	-.225	.161	.310	.058
PSS9	.029	.136	-.124	.011	.077	.021	.103	.017	-.287	.042	.104	.017	.027	.140	.140	.058
PSS10	-.085	.045	-.254	-.341	-.079	.131	-.031	.079	.082	.104	.678	-.050	-.052	.081	-.180	.083
PSS11	.051	.002	-.004	.000	.001	-.034	.030	-.106	-.082	.017	-.005	.000	.121	-.041	.114	-.047
PSS12	.013	-.033	-.002	.122	.075	.054	-.221	-.146	-.253	.027	.082	-.101	.697	.057	.140	.010
PSS13	-.110	-.004	.005	.292	.096	.106	.043	.121	-.161	.045	.001	-.041	.057	.793	.142	-.020
PSS14	.346	.036	.000	.132	.097	.140	.006	.159	.310	.140	.140	.114	.140	.142	.679	-.115
PSS15	-.000	-.015	.000	-.050	-.063	.053	-.025	.111	.153	-.030	.063	-.047	.032	-.020	-.113	.080

a. Measure of Sampling Adequacy (MSA).

3. Perceived Co-worker Support

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.653
Bartlett's Test of Sphericity	Approx. Chi-Square
	5695.155
df	45
Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Loadings			Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.866	38.656	38.656	3.866	38.656	38.656	3.345	33.454	33.454
2	2.421	24.208	62.864	2.421	24.208	62.864	2.611	26.106	59.560
3	1.655	16.553	79.417	1.655	16.553	79.417	1.986	19.857	79.417
4	1.355	13.545	92.962						
5	.434	4.340	97.302						
6	.143	1.428	98.730						
7	.074	.738	99.469						
8	.031	.311	99.780						
9	.012	.118	99.898						

10	.010	.102	100.000						
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Extraction Method: Principal Component Analysis.

		Anti-image Matrices									
		PCS1	PCS2	PCS3	PCS4	PCS5	PCS6	PCS7	PCS8	PCS9	PCS10
Anti-image Covariance	PCS1	.139	-.002	-.125	-.007	.028	.010	-.029	.009	.001	-.011
	PCS2	-.002	.021	.001	.001	-.016	.000	.012	-.002	-.020	.001
	PCS3	-.125	.001	.136	.006	-.033	-.007	.023	-.009	.000	.008
	PCS4	-.007	.001	.006	.024	-.011	.006	.002	-.021	-.001	-.005
	PCS5	.028	-.016	-.033	-.011	.536	-.009	-.011	.011	.002	.005
	PCS6	.010	.000	-.007	.006	-.009	.060	-.005	-.006	.000	-.058
	PCS7	-.029	.012	.023	.002	-.011	-.005	.181	-.021	-.011	.009
	PCS8	.009	-.002	-.009	-.021	.011	-.006	-.021	.021	.001	.004
	PCS9	.001	-.020	.000	-.001	.002	.000	-.011	.001	.021	-.001
	PCS10	-.011	.001	.008	-.005	.005	-.058	.009	.004	-.001	.061
Anti-image Correlation	PCS1	.584 ^a	-.046	-.914	-.117	.104	.106	-.181	.173	.023	-.121
	PCS2	-.046	.598 ^a	.019	.026	-.149	-.005	.190	-.073	-.981	.014
	PCS3	-.914	.019	.605 ^a	.099	-.124	-.081	.150	-.168	-.002	.086
	PCS4	-.117	.026	.099	.695 ^a	-.097	.160	.032	-.937	-.024	-.135
	PCS5	.104	-.149	-.124	-.097	.932 ^a	-.053	-.036	.102	.022	.031
	PCS6	.106	-.005	-.081	.160	-.053	.556 ^a	-.051	-.156	.010	-.965
	PCS7	-.181	.190	.150	.032	-.036	-.051	.883 ^a	-.338	-.186	.084
	PCS8	.173	-.073	-.168	-.937	.102	-.156	-.338	.665 ^a	.070	.113
	PCS9	.023	-.981	-.002	-.024	.022	.010	-.186	.070	.603 ^a	-.020
	PCS10	-.121	.014	.086	-.135	.031	-.965	.084	.113	-.020	.553 ^a

a. Measures of Sampling Adequacy(MSA)

4. Distributive Justice

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.668
Bartlett's Test of Sphericity	Approx. Chi-Square	2590.666
	df	10
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.002	60.033	60.033	3.002	60.033	60.033	2.910	58.196	58.196
2	1.586	31.719	91.751	1.586	31.719	91.751	1.005	20.094	78.289
3	.330	6.599	98.350	.330	6.599	98.350	1.003	20.061	98.350
4	.072	1.436	99.786						
5	.011	.214	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
DJ1			.931
DJ2	.991		
DJ3	.974		
DJ4	.985		
DJ5		.932	

Extraction Method: Principal Component

Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

a. Rotation converged in 4 iterations.

Anti-image Matrices

		DJ1	DJ2	DJ3	DJ4	DJ5
Anti-image Covariance	DJ1	.533	-.016	.006	.018	-.359
	DJ2	-.016	.018	-.021	-.019	.014
	DJ3	.006	-.021	.091	.006	-.003
	DJ4	.018	-.019	.006	.024	-.020
	DJ5	-.359	.014	-.003	-.020	.533
Anti-image Correlation	DJ1	.502 ^a	-.159	.030	.160	-.673
	DJ2	-.159	.631 ^a	-.524	-.897	.146
	DJ3	.030	-.524	.863 ^a	.117	-.015
	DJ4	.160	-.897	.117	.684 ^a	-.172
	DJ5	-.673	.146	-.015	-.172	.500 ^a

a. Measures of Sampling Adequacy(MSA)

5. Procedural Justice

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.567
Bartlett's Test of Sphericity	Approx. Chi-Square	1666.055
	df	6
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.644	66.112	66.112	2.644	66.112	66.112	1.961	49.026	49.026
2	1.218	30.444	96.556	1.218	30.444	96.556	1.901	47.518	96.543
3	.094	2.338	98.894	.094	2.338	98.894	.094	2.350	98.894
4	.044	1.106	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
PJ1		.965	
PJ2	.969		
PJ3		.951	
PJ4	.975		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Anti-image Matrices				
	PJ1	PJ2	PJ3	PJ4
Anti-image Covariance				
PJ1	1.79	.305	.157	.005
PJ2	.005	.085	.014	.082
PJ3	.157	.014	.172	.007
PJ4	-.005	-.002	.007	.086
Anti-image Correlation				
PJ1	.567 ^a	.044	-.092	-.040
PJ2	.044	.565 ^a	.113	.948
PJ3	-.092	.113	.576 ^a	.054
PJ4	-.040	-.948	.054	.560 ^a

a. Measures of Sampling Adequacy (MSA).

6. Perceived Organisational Support

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.751
Bartlett's Test of Sphericity	Approx. Chi-Square
	4638.490
	df
	136
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Loadings			Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.486	32.270	32.270	5.486	32.270	32.270	4.515	26.562	26.562
2	2.831	16.654	48.924	2.831	16.654	48.924	3.286	19.327	45.889
3	1.676	9.860	58.784	1.676	9.860	58.784	2.192	12.894	58.784
4	1.297	7.627	66.411						
5	1.184	6.963	73.374						
6	.945	5.561	78.934						
7	.759	4.465	83.399						
8	.573	3.370	86.769						
9	.447	2.631	89.400						
10	.377	2.215	91.615						
11	.363	2.136	93.752						
12	.340	1.999	95.750						
13	.226	1.327	97.077						
14	.189	1.114	98.191						
15	.166	.976	99.167						
16	.124	.731	99.897						
17	.017	.103	100.000						

Extraction Method: Principal Component Analysis.

		Anti-image Matrices																
		POS1	POS2	POS3	POS4	POS5	POS6	POS7	POS8	POS9	POS10	POS11	POS12	POS13	POS14	POS15	POS16	POS17
Anti-image Covariance	POS1	.348	.044	.027	-.010	-.011	.048	-.064	.055	.009	-.075	-.246	-.019	-.014	-.075	.012	-.050	-.004
	POS2	.044	.220	-.006	-.060	.020	.011	-.184	-.006	-.005	.021	-.045	-.008	-.001	-.005	.007	-.086	.001
	POS3	.027	-.006	.388	.003	-.014	-.030	.024	-.021	-.002	.002	-.044	.006	.004	-.020	-.221	-.020	-.002
	POS4	-.010	-.060	.003	.420	.063	.087	-.024	-.190	-.041	-.034	-.012	-.109	.000	.025	-.042	-.015	-.002
	POS5	-.011	.020	-.014	.063	.416	.118	-.012	-.049	-.225	-.015	.016	-.140	.000	.062	-.075	-.056	-.003
	POS6	.048	.011	-.030	.087	.118	.393	.019	-.060	-.072	-.074	-.058	-.263	.002	.014	-.026	.029	-.006
	POS7	-.064	-.184	.024	-.024	-.012	-.019	.264	.030	.003	-.028	.059	.029	.004	-.007	-.015	.043	-.003
	POS8	.055	-.006	-.021	-.180	-.049	-.060	.020	.500	.001	-.092	-.018	.008	.006	-.135	.011	.006	.005
	POS9	.009	-.005	-.002	-.041	-.225	-.072	.003	.001	.481	.045	.010	.052	.000	-.078	-.080	-.053	.001
	POS10	-.075	.021	.002	-.034	-.015	-.074	-.038	-.082	.046	.384	-.015	.047	-.093	-.068	-.066	-.126	.011
	POS11	-.246	-.045	-.044	-.012	.016	-.058	.069	-.018	.010	-.015	.421	.029	-.002	.027	.011	-.010	.003
	POS12	-.019	-.008	.006	.109	-.140	-.263	.020	.008	.052	.047	.029	.362	.001	-.029	.031	-.051	.002
	POS13	-.014	-.001	.004	.000	.000	.002	.004	.006	.000	-.003	-.002	.001	.035	-.010	-.002	.004	-.034
	POS14	-.075	-.005	-.028	.025	.062	.014	-.007	-.135	-.076	-.088	.027	-.029	-.010	.566	.036	-.044	.001
	POS15	.012	.007	-.221	-.042	-.075	-.026	-.019	.011	-.060	-.098	.011	.031	-.002	.008	.308	.054	-.004
	POS16	-.050	-.096	-.020	-.015	-.056	.029	.043	.066	-.053	-.125	-.010	-.061	.004	-.044	.054	.394	.005
	POS17	-.004	.001	-.002	-.002	-.003	-.006	-.003	-.005	.001	.011	.003	.002	-.034	.001	-.004	-.005	.034
Anti-image Correlation	POS1	.738*	.159	.074	-.026	-.028	.130	-.211	.132	.020	-.204	-.642	-.029	-.001	-.169	.037	-.135	-.038
	POS2	.159	.732*	-.021	-.188	.088	.039	-.762	-.017	-.016	.074	-.146	-.021	-.013	-.013	.028	-.328	.019
	POS3	.074	-.021	.774*	.009	-.036	-.078	.075	-.048	-.005	.009	-.110	.017	.034	-.060	-.641	-.052	-.016
	POS4	-.026	-.188	.009	.854*	.151	.215	-.071	-.383	-.060	-.084	-.028	-.080	-.004	.051	-.117	-.036	-.017
	POS5	-.028	.088	-.036	.151	.709*	.295	-.035	-.169	-.507	-.038	.039	-.364	-.002	.128	-.212	-.139	.025
	POS6	.130	.039	-.078	.215	.295	.825*	-.058	-.134	-.165	-.190	-.143	-.697	.017	.000	-.075	.073	-.059
	POS7	-.211	-.762	.075	-.071	-.035	-.059	.718*	.054	.007	-.088	.176	.065	.043	.019	-.052	.132	-.027
	POS8	.132	-.078	-.048	-.383	-.109	-.134	.054	.825*	.189	-.210	-.039	.018	.049	-.254	.029	.013	-.036
	POS9	.020	.016	-.005	-.080	-.507	-.165	.007	.056	.782*	.106	.022	.124	-.003	-.146	-.157	-.122	.008
	POS10	-.204	.074	.006	-.084	-.038	-.160	-.088	-.210	.108	.897*	-.038	.126	-.024	-.188	-.103	-.325	.097
	POS11	-.642	-.146	-.110	-.028	.039	-.143	.175	-.030	.022	-.038	.742*	.075	-.020	.056	.031	-.025	.024
	POS12	-.029	-.021	.017	-.280	-.384	-.697	.005	.018	.124	.126	.075	.667*	.005	-.064	.094	-.136	.022
	POS13	-.001	-.013	.034	-.004	-.002	.017	.043	.049	-.003	-.024	-.020	.005	.667*	-.072	-.017	.035	-.074
	POS14	-.169	-.013	-.060	.051	.128	.030	-.019	-.254	-.188	.056	-.064	-.072	.899*	.087	-.083	.010	
	POS15	.037	.028	-.641	-.117	-.212	-.075	-.052	.029	-.157	-.193	.031	.094	-.017	.067	.756*	.158	-.044
	POS16	-.135	-.329	-.052	-.036	-.139	.073	.132	.013	-.122	-.325	-.025	-.138	.035	-.003	.156	.875*	-.043
	POS17	-.036	.010	-.016	-.017	-.025	-.055	-.027	-.036	.008	.097	.024	.022	-.074	.010	-.044	-.043	.819*

a. Measures of Sampling Adequacy(MSA)

APPENDIX E

RELIABILITY ANALYSIS

1. Reliability Test of Turnover Intention

Reliability Statistics

Cronbach's Alpha	N of Items
.682	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TI1	15.32	38.538	.373	.659
TI2	14.99	37.289	.452	.624
TI3	15.04	35.416	.545	.583
TI4	14.92	37.424	.415	.640
TI5	15.12	37.993	.401	.647

2. Reliability Test of Perceived Supervisor Support

Reliability Statistics

Cronbach's Alpha	N of Items
.858	16

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PSS1	82.65	122.754	.476	.850
PSS2	82.84	121.416	.522	.848
PSS3	82.66	119.466	.605	.844
PSS4	82.70	123.546	.457	.851
PSS5	82.65	124.145	.460	.851

PSS6	82.78	122.575	.461	.851
PSS7	82.81	120.058	.495	.849
PSS8	82.56	125.114	.440	.852
PSS9	82.74	119.293	.603	.844
PSS10	82.79	122.025	.401	.855
PSS11	82.63	124.079	.488	.850
PSS12	83.05	120.631	.403	.855
PSS13	82.98	115.257	.554	.846
PSS14	82.75	121.090	.518	.848
PSS15	82.56	121.453	.571	.846
PSS16	83.01	121.304	.392	.856

3. Reliability Test of Perceived Co-worker Support

Reliability Statistics

Cronbach's Alpha	N of Items
.819	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PCS1	49.95	53.118	.494	.803
PCS2	50.12	53.932	.418	.811
PCS3	49.99	52.933	.521	.800
PCS4	50.09	48.907	.649	.785
PCS5	49.98	55.574	.381	.814
PCS6	50.02	53.383	.446	.808
PCS7	50.11	49.718	.577	.794
PCS8	50.10	48.674	.645	.785
PCS9	50.14	53.824	.423	.810
PCS10	50.02	53.471	.433	.809

4. Reliability Test of Distributive Justice

Reliability Statistics

Cronbach's Alpha	N of Items
.801	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DJ1	22.29	17.484	.332	.831
DJ2	22.34	12.962	.792	.693
DJ3	22.30	13.159	.758	.704
DJ4	22.35	12.873	.783	.695
DJ5	22.43	17.112	.309	.843

5. Reliability Test of Procedural Justice

Reliability Statistics	
Cronbach's Alpha	N of Items
.828	4

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PJ1	16.65	11.033	.596	.808
PJ2	16.78	9.603	.708	.758
PJ3	16.72	10.956	.643	.790
PJ4	16.79	9.645	.679	.772

6. Reliability Test of Perceived Organisational Support

Reliability Statistics	
Cronbach's Alpha	N of Items
.859	17

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
POS1	88.78	131.169	.495	.851
POS2	88.58	134.513	.501	.851
POS3	88.78	135.432	.458	.852
POS4	88.57	131.947	.598	.847
POS5	88.61	136.863	.430	.854
POS6	88.58	137.451	.424	.854
POS7	88.69	135.770	.431	.854
POS8	88.73	132.678	.485	.851
POS9	88.46	138.424	.412	.854
POS10	88.60	131.889	.593	.847
POS11	88.74	132.386	.458	.853
POS12	88.55	136.872	.470	.852
POS13	88.98	134.007	.368	.858
POS14	88.93	126.636	.561	.848
POS15	88.67	133.903	.490	.851
POS16	88.49	132.050	.634	.845
POS17	88.95	133.757	.379	.857

APPENDIX F

MULTIPLE REGRESSION ANALYSIS

1. Relationship between Social Support (Perceived Supervisor Support and Perceived Co-workers Support) and Turnover Intention

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.365 ^a	.133	.129	1.37203	.133	29.729	2	386	.000	2.029

a. Predictors: (Constant), PCS, PSS

b. Dependent Variable: TI

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.928	2	55.964	29.729	.000 ^b
	Residual	726.634	386	1.882		
	Total	838.562	388			

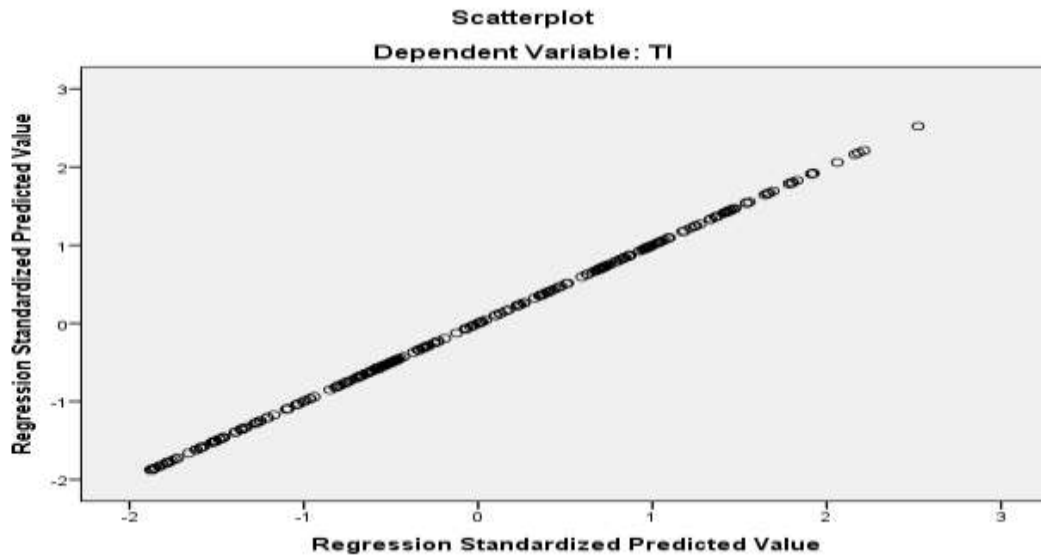
a. Dependent Variable: TI

b. Predictors: (Constant), PCS, PSS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	7.649	.556		13.752	.000	6.555	8.742		
	PSS	-.069	.133	-.034	-.520	.603	-.329	.192	.516	1.937
	PCS	-.629	.122	-.341	-5.166	.000	-.869	-.390	.516	1.937

a. Dependent Variable: TI



2. Relationship between Organisational Justice (Distributive Justice and Procedural Justice) and Turnover Intention

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.350 ^a	.123	.118	1.38046	.123	27.017	2	386	.000	2.048

a. Predictors: (Constant), PJ, DJ

b. Dependent Variable: TI

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	102.973	2	51.486	27.017	.000 ^b
	Residual	735.590	386	1.906		
	Total	838.562	388			

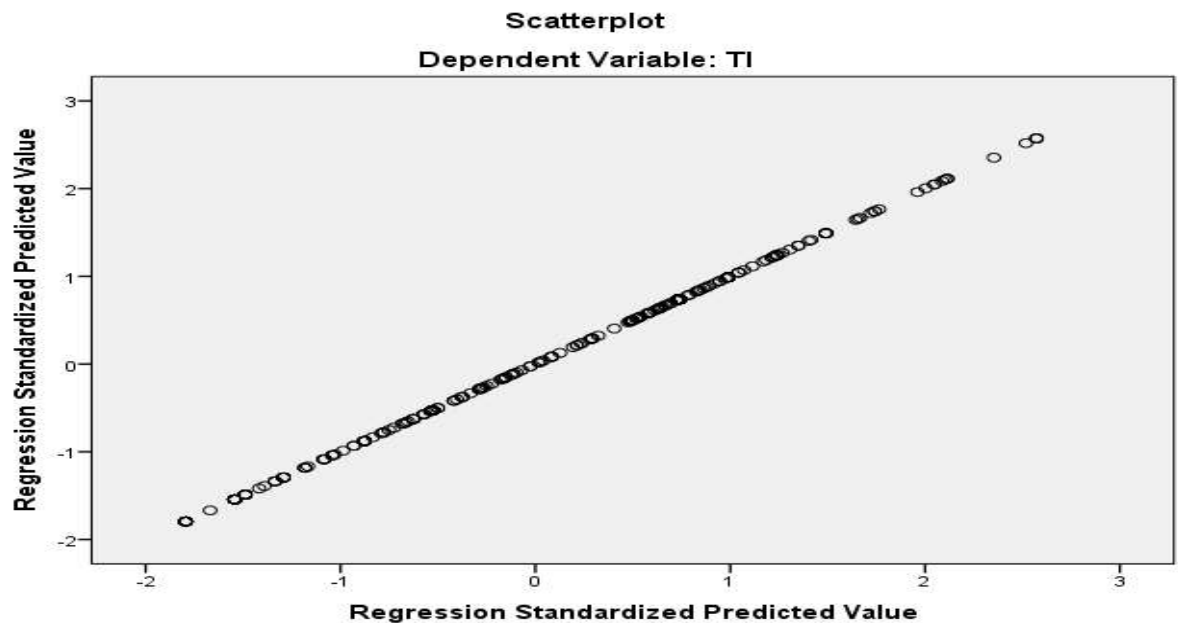
a. Dependent Variable: TI

b. Predictors: (Constant), PJ, DJ

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.411	.501		14.799	.000		
	DJ	-.394	.078	-.251	-5.037	.000	.917	1.090
	PJ	-.259	.070	-.183	-3.678	.000	.917	1.090

a. Dependent Variable: TI



Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.964 ^a	.928	.928	.19397	.928	2500.980	2	386	.000	2.058

a. Predictors: (Constant), PCS, PSS

b. Dependent Variable: POS

3. Relationship between Social Support (Perceived Supervisor Support and Perceived Co-workers Support) and Perceived Organisational Support.

ANOVA^a

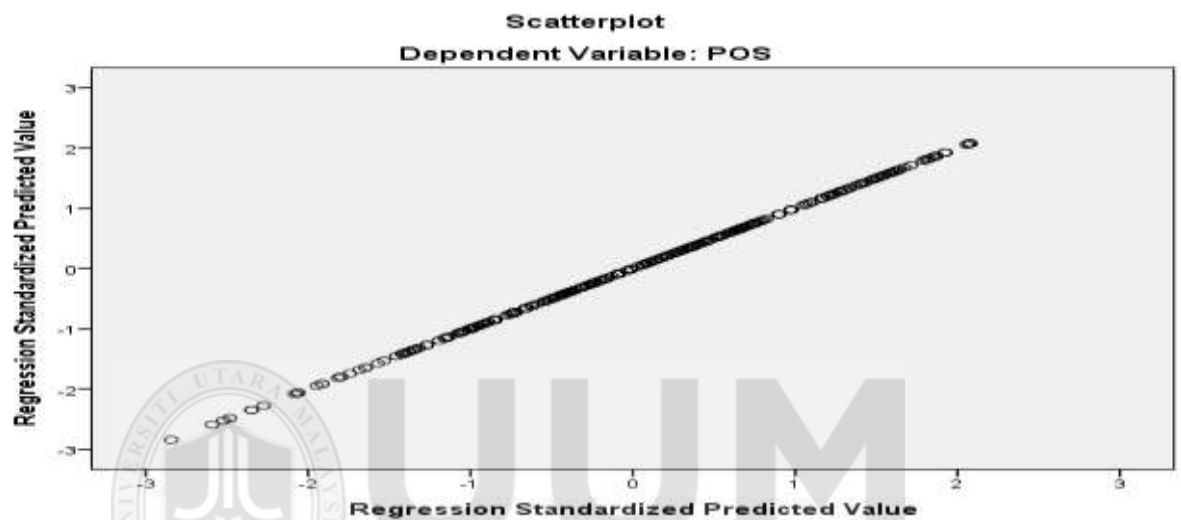
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	188.202	2	94.101	2500.980	.000 ^b
	Residual	14.524	386	.038		
	Total	202.726	388			

a. Dependent Variable: POS

b. Predictors: (Constant), PCS, PSS

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.152	.079		1.929	.055		
	PSS	.845	.019	.855	45.084	.000	.516	1.937
	PCS	.134	.017	.148	7.796	.000	.516	1.937

a. Dependent Variable: POS



4. Relationship between Organisational Justice (Distributive Justice and Procedural Justice) and Perceived Organisational Support

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.745 ^a	.555	.552	.48355	.555	240.513	2	386	.000	1.780

a. Predictors: (Constant), PJ, DJ

b. Dependent Variable: POS

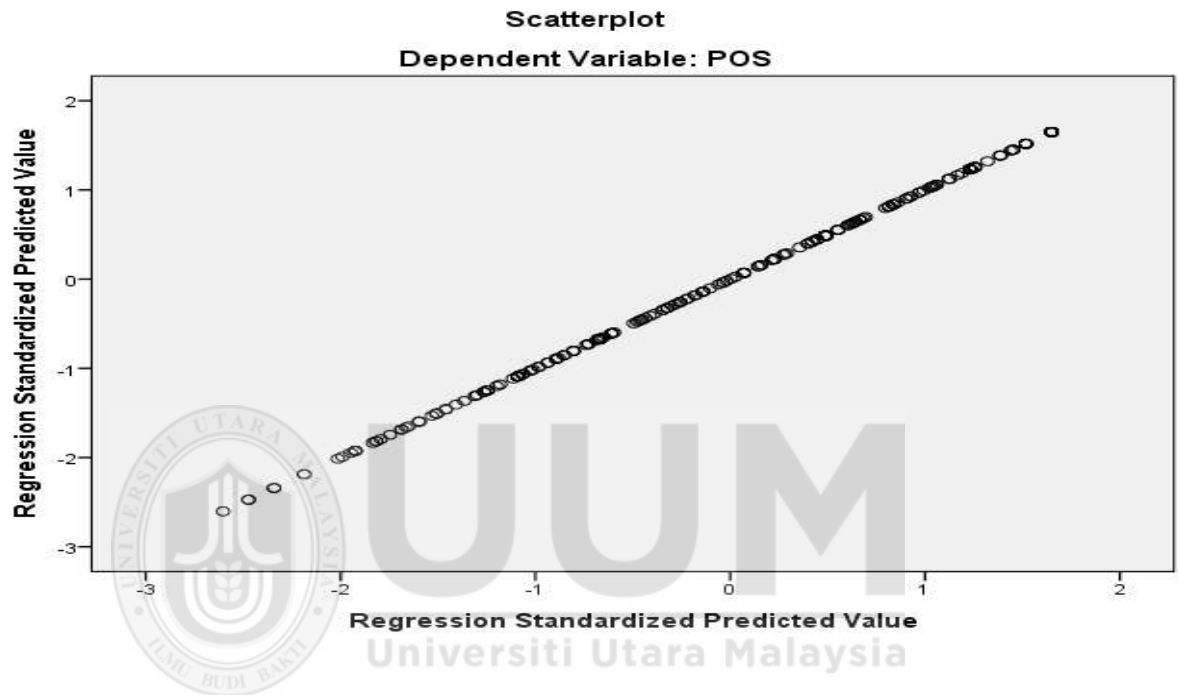
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	112.472	2	56.236	240.513	.000 ^b
	Residual	90.254	386	.234		
	Total	202.726	388			

a. Dependent Variable: POS

b. Predictors: (Constant), PJ, DJ

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	2.070	.175	11.803	.000			
	DJ	.176	.027	.228	.6440	.917	1.090	
	PJ	.449	.025	.646	18.226	.000	.917	1.090

a. Dependent Variable: POS



5. Relationship between Perceived Organisational Support and Turnover

Intention

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.266 ^a	.071	.069	1.41879	.071	29.578	1	387	.000	1.965

a. Predictors: (Constant), POS

b. Dependent Variable: TI

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.540	1	59.540	29.578	.000 ^b
	Residual	779.022	387	2.013		
	Total	838.562	388			

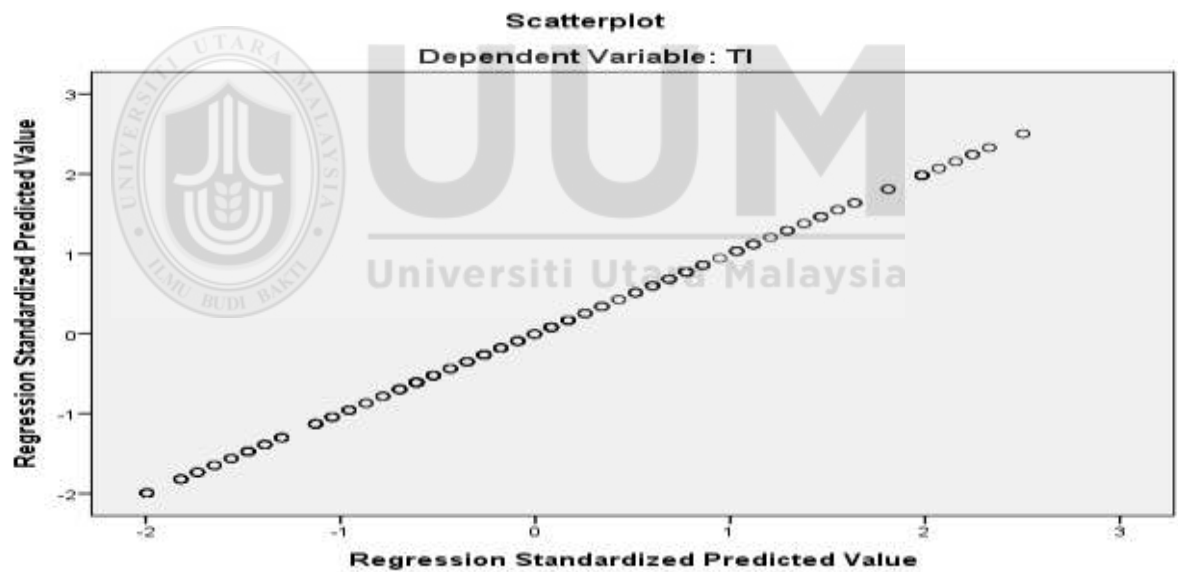
a. Dependent Variable: TI

b. Predictors: (Constant), POS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.782	.559		12.142	.000		
	POS	-.542	.100	-.266	-5.439	.000	1.000	1.000

a. Dependent Variable: TI



APPENDIX G

MEDIATOR ANALYSIS

1. Perceived Organisational Support Mediates the Relationship between Perceived Supervisor Support and Turnover Intention.

```

*****
Model = 4
  Y = TI
  X = PSS
  M = POS

Sample size
      389

*****
Outcome: POS

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .9576      .9171      .0434  4280.0553      1.0000     387.0000      .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant      .3376      .0805      4.1932      .0000      .1793      .4959
PSS            .9464      .0145     65.4221      .0000      .9179      .9748

*****
Outcome: TI

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .2722      .0741      2.0114     15.4476      2.0000     386.0000      .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant      6.8331      .5602     12.1983      .0000      5.7317      7.9344
POS           -.1650      .3459      -.4771      .6336     -.8451      .5151
PSS           -.3890      .3418     -1.1378      .2559     -1.0611      .2832

***** TOTAL EFFECT MODEL *****
Outcome: TI

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .2712      .0736      2.0074     30.7288      1.0000     387.0000      .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant      6.7774      .5473     12.3830      .0000      5.7013      7.8534
PSS           -.5451      .0983     -5.5434      .0000     -.7385     -.3518

***** TOTAL, DIRECT, AND INDIRECT EFFECTS *****

Total effect of X on Y
      Effect      SE      t      p      LLCI      ULCI
      -.5451      .0983     -5.5434      .0000     -.7385     -.3518

Direct effect of X on Y

```

	Effect	SE	t	p	LLCI	ULCI
	-.3890	.3418	-1.1378	.2559	-1.0611	.2832

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	-.1562	.4313	-.9707	.7244

Partially standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	-.1062	.2935	-.6589	.4940

Completely standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	-.0777	.2142	-.4848	.3573

Ratio of indirect to total effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	.2865	.8516	-1.3456	2.0703

Ratio of indirect to direct effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	.4015	76.2817	-1.8177	185.3869

R-squared mediation effect size (R-sq_med)

	Effect	Boot SE	BootLLCI	BootULCI
POS	.0705	.0283	.0253	.1385

Normal theory tests for indirect effect

	Effect	se	Z	p
	-.1562	.3274	-.4770	.6334

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:
5000

Level of confidence for all confidence intervals in output:
95.00

2. Perceived Organisational Support Mediates the Relationship between Perceived Co-worker Support and Turnover Intention.

Model = 4
Y = TI
X = PCS
M = POS

Sample size
389

Outcome: POS

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.7424	.5511	.2351	475.1247	1.0000	387.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.8100	.1737	10.4175	.0000	1.4684	2.1516
PCS	.6742	.0309	21.7974	.0000	.6133	.7350

Outcome: TI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3646	.1329	1.8837	29.5831	2.0000	386.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	7.4797	.5565	13.4417	.0000	6.3857	8.5738
POS	.0188	.1439	.1304	.8963	-.2641	.3016
PCS	-.6859	.1307	-5.2496	.0000	-.9428	-.4290

***** TOTAL EFFECT MODEL *****

Outcome: TI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3645	.1329	1.8789	59.2998	1.0000	387.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	7.5137	.4911	15.2985	.0000	6.5480	8.4793
PCS	-.6732	.0874	-7.7006	.0000	-.8451	-.5013

***** TOTAL, DIRECT, AND INDIRECT EFFECTS *****

Total effect of X on Y

Effect	SE	t	p	LLCI	ULCI
-.6732	.0874	-7.7006	.0000	-.8451	-.5013

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
-.6859	.1307	-5.2496	.0000	-.9428	-.4290

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	.0126	.1094	-.2085	.2254

Partially standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	.0086	.0745	-.1434	.1517

Completely standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	.0068	.0592	-.1142	.1214

Ratio of indirect to total effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	-.0188	.1675	-.3481	.3150

Ratio of indirect to direct effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	-.0184	.1855	-.2582	.4598

R-squared mediation effect size (R-sq_med)

	Effect	Boot SE	BootLLCI	BootULCI
POS	.0710	.0289	.0194	.1347

Normal theory tests for indirect effect

	Effect	se	Z	p
	.0126	.0971	.1302	.8964

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:
5000

Level of confidence for all confidence intervals in output:
95.00

3. Perceived Organisational Support Mediates the Relationship between Perceived Distributive Justice and Turnover Intention.

```

*****
Model = 4
  Y = TI
  X = DJ
  M = POS

Sample size
  389

*****
Outcome: POS

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    .4143    .1717    .4339    80.2106    1.0000    387.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    3.7720    .2023    18.6443    .0000    3.3743    4.1698
DJ          .3199    .0357     8.9560    .0000    .2497    .3902

*****
Outcome: TI

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    .3406    .1160    1.9205    25.3195    2.0000    386.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    7.7348    .5864    13.1897    .0000    6.5818    8.8877
POS        -.3456    .1069    -3.2314    .0013    -.5558    -.1353
DJ        -.3659    .0826    -4.4313    .0000    -.5283    -.2036

***** TOTAL EFFECT MODEL *****
Outcome: TI

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    .3034    .0921    1.9673    39.2395    1.0000    387.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    6.4312    .4308    14.9287    .0000    5.5842    7.2782
DJ        -.4765    .0761    -6.2641    .0000    -.6261    -.3269

***** TOTAL, DIRECT, AND INDIRECT EFFECTS *****

Total effect of X on Y
      Effect      SE      t      p      LLCI      ULCI
    -.4765    .0761    -6.2641    .0000    -.6261    -.3269

Direct effect of X on Y
      Effect      SE      t      p      LLCI      ULCI
    -.3659    .0826    -4.4313    .0000    -.5283    -.2036

Indirect effect of X on Y
      Effect      Boot SE      BootLLCI      BootULCI

```

	Effect	Boot SE	BootLLCI	BootULCI
POS	-.1106	.0415	-.2008	-.0346

Partially standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	-.0752	.0283	-.1361	-.0234

Completely standardized indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	-.0704	.0263	-.1268	-.0222

Ratio of indirect to total effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	.2320	.1059	.0649	.4852

Ratio of indirect to direct effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
POS	.3021	2.3958	.0694	.9425

R-squared mediation effect size (R-sq_med)

	Effect	Boot SE	BootLLCI	BootULCI
POS	.0471	.0162	.0221	.0866

Normal theory tests for indirect effect

	Effect	se	Z	p
	-.1106	.0366	-3.0230	.0025

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:
5000

Level of confidence for all confidence intervals in output:
95.00

4. Perceived Organisational Support Mediates the Relationship between Perceived Procedural Justice and Turnover Intention.

Model = 4
Y = TI
X = PJ
M = POS

Sample size
389

Outcome: POS

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.7120	.5070	.2583	397.9430	1.0000	387.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.8008	.1407	19.9128	.0000	2.5243	3.0773
PJ	.4945	.0248	19.9485	.0000	.4457	.5432

Outcome: TI

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.2823	.0797	1.9993	16.7145	2.0000	386.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	6.7596	.5568	12.1395	.0000	5.6648	7.8544
POS	-.3496	.1414	-2.4718	.0139	-.6277	-.0715
PJ	-.1876	.0982	-1.9101	.0569	-.3807	.0055

***** TOTAL EFFECT MODEL *****

Outcome: TI

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.2552	.0651	2.0257	26.9634	1.0000	387.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	5.7805	.3939	14.6746	.0000	5.0060	6.5550
PJ	-.3605	.0694	-5.1926	.0000	-.4970	-.2240

***** TOTAL, DIRECT, AND INDIRECT EFFECTS *****

Total effect of X on Y	Effect	SE	t	p	LLCI	ULCI
	-.3605	.0694	-5.1926	.0000	-.4970	-.2240

Direct effect of X on Y	Effect	SE	t	p	LLCI	ULCI
	-.1876	.0982	-1.9101	.0569	-.3807	.0055

Indirect effect of X on Y	Effect	Boot SE	BootLLCI	BootULCI
POS	-.1729	.0804	-.3385	-.0212
Partially standardized indirect effect of X on Y	Effect	Boot SE	BootLLCI	BootULCI
POS	-.1176	.0548	-.2305	-.0147
Completely standardized indirect effect of X on Y	Effect	Boot SE	BootLLCI	BootULCI
POS	-.1224	.0569	-.2386	-.0155

Ratio of indirect to total effect of X on Y	Effect	Boot SE	BootLLCI	BootULCI
POS	.4795	.2715	.0580	1.1057

Ratio of indirect to direct effect of X on Y	Effect	Boot SE	BootLLCI	BootULCI
POS	.9214	74.3834	-4.5358	18.5078

R-squared mediation effect size (R-sq_med)	Effect	Boot SE	BootLLCI	BootULCI
POS	.0564	.0213	.0220	.1080

Normal theory tests for indirect effect	Effect	se	Z	p
	-.1729	.0706	-2.4500	.0143

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:
5000

Level of confidence for all confidence intervals in output:
95.00