

An Empirical Investigation into Malay Workers' Intentions to Leave their Jobs

Mohd Ikhwan Aziz^a, Suchi Hassan^{b*}, Ahmad Azrin Adnan^c, Wan Khairy^d, Hasannudiin^e, ^{a,b}Faculty of Entrepreneurship and Business, Unoveristy Malaysia Kelantan, 16100 Kota Bharu, Kelantan, ^{c,d,e}Faculty of Economics and Management Sciences, Universiti Sultan Zainal Abidin, 21300 Kuala Nerus, Terengganu, E-mail: ^{b*}suchi.hassan85@gmail.com

Investigating an employee's motivation behind leaving a job is a fruitful pursuit that should be addressed by researchers and managers since it is a regular occurrence in all organizations. The average of employee turnover rates is varying among industries and types of organizations. It would therefore be beneficial for an organization to investigate its issue to help overcome the issue employee turnover. This paper aims to identify the relationship between job satisfaction, organizational commitment, and perceived organizational support in relation to the intention to leave a job. This study will analyse the impact that length of service has towards the relationship between JS, OC and POS with Intention to Leave. Using cluster sampling, this study sampled 452 respondents in nine manufacturing companies comprising of nine districts in Selangor, Malaysia. The findings show that JS, OC and POS significantly correlate with Intention to Leave. The length of service moderates the relationship between JS, OC and POS with Intention to Leave. This study contributes significantly towards theoretical improvement, especially concerning Malay workers' behaviour. It is suggested that business leaders provide human capital development courses to encourage positive attitudes among Malay workers and foster a positive attitude towards their organization. Therefore, it can be said that the development of human capital can generate a prosperous society.

Key words: *Job satisfaction, organizational commitment, perceived organizational support, length of service, structural equation modelling (SEM).*

Introduction

In the area of Human Resources (HR), turnover intention is a major issue that remains unresolved (Muhammad, Jegak & Parasuraman, 2009; Foreman, 2009; Feng & Angeline, 2010). As noted in the Malaysia Insider (2013), Malaysia must encourage and develop their workforce in addition to upgrading the skills and capabilities of the existing workforce to retain its top talent and become more competitive in the industry. Govaerts et al. (2011) and Nizamuddin et al. (2015) state that companies struggle to gain and retain talented employees. As defined by Purani & Sahadev (2007), intention to leave a job refers to employees' planning to quit their present job and find another in the near future. Employee turnover is a major concern of management who need to develop solutions to avoid affecting organizational performance adversely (Udo, Guimaraes & Igbaria, 1997; Shamsuzzoha & Md. Rezaul, 2011; Dincer & Kiliç, 2018; Dong & Lin, 2017; Edeme, 2017; Edeme, 2018; Edriss & Chiunda, 2017; Fang et al. 2016). Abbasi & Hollman (2008) stated that turnover involves a significant amount of costs in hiring, selecting, training and recruiting especially for new employees. Niederman & Sumner (2003) pointed out that hidden costs such as the difficulties to complete projects and disruption in team-based work environments may occur as a result of losing highly skilled staff through turnover.

The intention to leave a job can be voluntary or involuntary. Voluntary turnover refers to an employee choosing to leave the organization, either to escape negative experiences, or to pursue better opportunities outside the organization. For Vandenberg & Nelson (1999), it refers to an employee's plan to permanently leave their organization based on their perception of the failure of a company to manage their internal problems such as leadership style, work culture, conditions, and salaries. Given the preventable nature of this type of turnover, it is a top concern for management as they are able to potentially prevent it from happening (Lee & Mitchell, 1994; Ciftcioglu, 2011; Nizamuddin et al., 2015).

Spector (2006) pointed out that turnover intention and job satisfaction are associated, and the outcome for the satisfaction of behaviour will lead employees to remain in the organization. Dissatisfied employees will have lower job satisfaction, and the level of turnover intention will be high. As a result, an employee will seek to change their current job by looking for other employment. Dissatisfied employees leave organizations more often, and dissatisfaction with work has a proven correlation with turnover intentions (Hom et al., 1992; Griffeth et al., 2000).

The Malaysian manufacturing sector has recorded strong economic growth and has become the largest contributor to the total exports and the second largest to GDP since 2012. This has

led to a 37% increase in job vacancies in the manufacturing sector (Jobs Malaysia, MOHR, 2012). Despite the fluctuations in economic activities, the manufacturing sector remains significant (Zhang & Sharifi, 2000; Fathi, Eze & Goh, 2011; Nizamuddin et al., 2015) as it works towards reducing the turnover rate among employees.

Companies in all industries continually face the issue of turnover. Recently, employee turnover has become a concern in Malaysia's manufacturing sectors (Naresh, Pawan & Fern, 2000; Nizamuddin et al., 2015). Shamsuzzoha & Shumon (2011) argue that the job security in the government sector is higher compared with private sectors. Even though salary structures are much higher in private sectors, the turnover rate is much higher in private sectors.

Additionally, the turnover rate in the manufacturing sectors in Malaysia is high due to employee complexity (Nizamuddin et al., 2015). As recorded by the Ministry of Human Resource (2011), manufacturing sectors suffered from job turnover between 2008 until 2010 as shown in Table 1. From the table, from all sectors in Malaysia, a total of 36,392 employees were involved in this turnover crisis which represents 75% of the total turnover rate. 86% of the total number came from manufacturing sectors. Thus 11,957 employees left companies voluntarily from 2008 until 2010 even though the Labour Department of Peninsular Malaysia (2010) has reported high unemployment rates.

Table 1: Statistics of Voluntary and Involuntary Turnover Based on a Few Sectors from Year 2008 to 2010

Sector	No. of Workers		Total
	Voluntary Turnover	Involuntary Turnover	
Real estate, renting, services	336	2274	2610
Community, social services	209	1496	1705
Electricity, gas, water supply	5	156	161
Hotel, restaurant	26	796	822
Health, social work	0	125	125
Finance	196	568	764



Construction	150	775	925
Manufacturing	10321	26071	36392

Source: Report from Labour Department of Peninsular Malaysia (2010). Ministry of Human Resource Malaysia

The manufacturing sector needs to retain their talented employees and minimize the issue of employee turnover to become more competitive and productive. As supported by Hasin & Omar (2007), it is evident that management must focus on reducing voluntary turnover to avoid losing valuable employees. This study addresses the turnover problem among Muslim workers as they have not been a target population in studies of employee turnover in the manufacturing sector in Selangor.

Objectives

The specific aims of this study are as follows:

1. To identify the relationship between job satisfaction, organizational commitment, and perceived organizational support towards an intention to leave a job among Malay workers in private sector.
2. To analyze the moderating effect of length of service with JS, OC and POS on intention to leave a job among Malay workers in private sector.

Justification of the Study

This study seeks to relate the importance of JS, OC and POS with intention to leave jobs among Malay workers in private sector. Consequently, it will introduce a new prediction model for intention to leave a job among Malay workers in private sector. The findings will benefits business leaders in Malaysian organizations. This paper contributes to the established field of research by presenting the outcome of perceived organizational support on individual performance. In regard to the managers, this paper provides an opportunity to understand what motivates an employee to perform beyond their capabilities. Moreover, this research will provide valuable comparative information about workers. This includes an analysis of gender performance. Lastly, this study will be a platform for all top management in the manufacturing sectors to implement a consistent work ethic to all workers, thereby enhancing the quality of work and building loyalty and trust toward the organization.

Literature review

Intention to leave:

Many definitions have been used to accurately describe the intention to leave a job and an organisation. Purani & Sahadev (2007) defined intention to leave as employees planning to quit their present job and who will be actively looking for another job in the near future. Hanafiah & Normah (2010) pointed out that audit staff leave their job or organizations due to dissatisfaction with the job and job-related stress. Thus, low performance and job stress impacts employees affects organizational operations adversely. Khatri, Budhwar & Fern (2010) conducted a study among Singapore workers in the retail industry and revealed that age and level of education are unimportant in predicting employee's turnover. As urged by Latif & Saraih (2016), enhancing working culture, and promoting value should be a priority in work environment to decrease workers' reasons for leaving a job. Wickramasinghe (2009) conducted a study of IT personnel and showed that they had little loyalty to their organizations, causing them to leave their organizations in search of higher rewards elsewhere. These studies suggest that importance of having efficient management systems to maintain the best workers in the organization.

Job satisfaction:

Spector (2006) argued that the correlation between job satisfaction and turnover intention are high and can be used to show the outcome of satisfaction to the intention to stay. Similarly, Azhan (2010) stated that job satisfaction explains what makes people want to come to work, what makes them happy about the job, or decide to quit. He added that it is important to the employers because organizations do not like to lose their staff and an emphasis on job satisfaction may help to make more productivity workers. Arokiasamy (2013) found that employees who feel that their supervisor is supportive and reasonable experience an increase their job satisfaction. These studies highlight the influence of job satisfaction ton the decision to leave job.

Organizational Commitment:

Arshadi (2011) found that workers who were more committed to their organization have a strong sense of belongings within the organization, are more satisfied with their jobs, and are less likely to leave job. Similarly, Crick & Spencer (2011) pointed out that high levels of commitment were achieved when workers felt that they were being accepted by the supervisor and co-workers. In turn, there was an increase in their intention to stay and become part of the organization. Hassan (2014) found that turnover intention is low if the

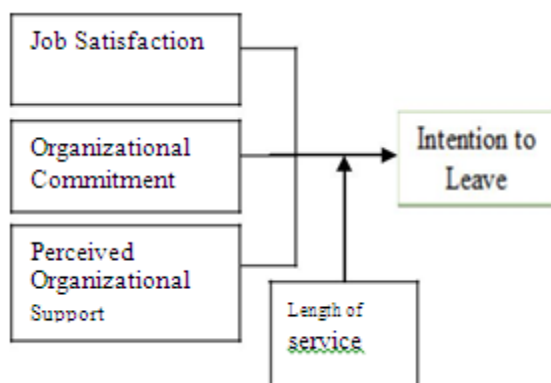
employees perceived high level of organizational commitment. These studies reveal that commitment is negatively related to turnover intentions, thus, employers must encourage employees to consider the organizations as a family.

Perceived organizational support:

Sherony & Green (2002) highlighted that it is reasonable to expect that perceived organizational support will induce a strong desire to stay with the organization. As pointed by Tumwesigye (2010), workers who feel less perceived organizational support will be less committed to the organization. This will lead to an increased intention to leave. While, as urged by Othman & Shkuri (2015), the more the support given by the organization, the less intention to leave job by workers. Collectively, workers positive attitudes are based on the positive belief in the perceived management support and value in the organization. Therefore, workers respond to the effect of perceived organizational support by showing their loyalty and change their perception on turnover intention. Kahumuza & Schlechter (2008) stated that to reciprocate the perceived support, employees would increase their performance, loyalty, and commitment towards the organization.

Conceptual Framework

Figure 1. Proposed Conceptual Framework



The hypotheses seek to analyse the relationship between independent variables of JS, OC and POS towards dependent variable of intention to leave the job among Malay workers in private sector of Selangor:

H1: Job satisfaction significantly correlates with the intention to leave job.

H2: Organizational commitment significantly correlates with intention to leave job.

H3: Perceived organizational support significantly correlates with the intention to leave job.

H4: Length of service moderates the relationship between JS and Intention to Leave Job.

H5: Length of service moderates the relationship between OC and Intention to Leave Job.

H6: Length of service moderates the relationship between POS and Intention to Leave Job

Methodology

This study implemented a cross-sectional design and adopted a quantitative approach by using structured questionnaires. The use of inferential statistics as the method of analysis to generalize beyond the data to find patterns that exist in the target population. There are 302,925 operators in Peninsular Malaysia as reported by MOHR (2010). The state of Selangor was chosen for this study as Selangor is recorded as having the highest number of operators. In a report by MOHR (2010), the approximate number of operators totalled 78,583. Only Malay workers were selected as respondents. The unit of analysis is individual operators in the private sector of Selangor.

Table 2: Operator Population

State	No. of Operators
Selangor	78,583
Johor	61,085
Penang	42,122
Perak	31,668
Kedah	22,381
Melaka	19,054
Negeri Sembilan	18,633
Kuala Lumpur	13,344
Pahang	8,205
Kelantan	4,027
Terengganu	2,977
Perlis	846
Total	302,925

Source: Labour Department of Peninsular Malaysia (2010).
Ministry of Human Resource Malaysia.

Using cluster sampling, this study distributed 720 questionnaires to the respondents. The table provided by Krejcie and Morgan (1970) provided generalized scientific guidelines for the sample size decisions (Chua, 2006). Only 384 out of 78,583 operators are needed as the sample in this study. Therefore, 720 questionnaires were divided to avoid bias and error while answering the questions. As a result, 720 questionnaires were distributed in nine districts in Selangor and 80 Malay workers were randomly selected from each district.

Findings and Discussion

Nine of manufacturing companies were involved with data collection. These nine companies represent the nine districts in Selangor which are Gombak District, Hulu Langat District, Hulu Selangor District, Klang District, Kuala Langat District, Kuala Selangor District, Petaling District, Sabak Bernam District and Sepang District. As a result, a total of 452 questionnaires were fully answered and received. The information related to the distribution of questionnaires is summarized in Table 3.

Table 3: Response Rate

Item	No. of Questionnaires
Total questionnaires distributed	720
Questionnaires returned	650

Usable questionnaires	452
Response rate	63%

Figure 2 shows the Pooled CFA for the study. The use of Pooled-CFA is more efficient, thorough, and free from model identification problems, especially if some of the constructs have less than four measuring items (Aimran, Ahmad, Afthanorhan, & Awang, 2017; Asnawi, Awang, Afthanorhan, Mohamad, & Karim, 2019; Aziz et al., 2019). As a result, all constructs are pooled together and linked using the double-headed arrows to assess the correlation among the constructs as shown in Figure 1. The CFA procedure is executed once for all constructs.

Three latent variables are used to estimate the relationships between exogenous and endogenous constructs. Among four latent variables, three out of four latent variables are

considered as exogenous constructs which are JS, OC and POS. Meanwhile, Intention to Leave is considered as endogenous construct. Based on the previous framework, all latent variables are formed as second order construct or higher order model. The analysis for this model is presented as follows.

To run the pooled CFA, the latent variables are specified similarly as the theoretical framework. By doing so, the main construct for JS, OC, POS and Intention to Leave are formed with their own corresponding sub-constructs as followed:

Construct of JS (3 sub-constructs):

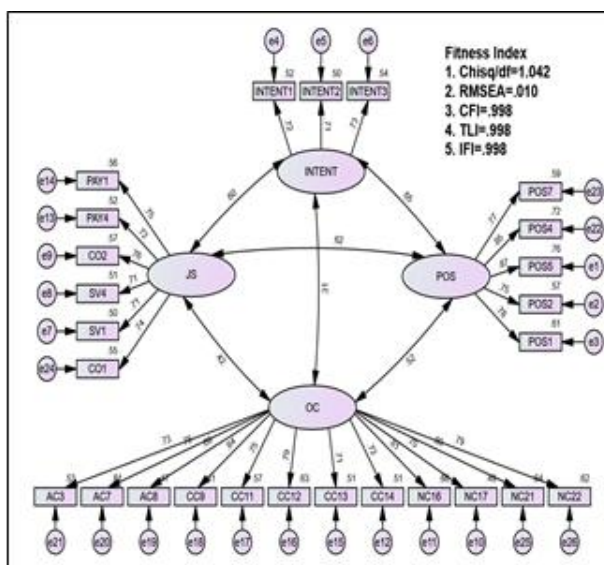
1. Superior satisfaction: sv1 and sv4
2. Co-workers satisfaction: co1 and co2
3. Payment satisfaction: pay1 and pay4

Construct of OC (3 sub-constructs):

1. Affective: ac3, ac7 and ac8
2. Continuance: cc9, cc11, cc12 and cc13
3. Normative: nc16, nc17, nc21 and nc22

Construct of POS (pos1, pos2, pos4, pos5 and pos7) and construct of Intention to Leave (intent1, intent2 and intent3).

Figure 2. The Pooled CFA for The Measurement Model



As can be seen in Figure 2, the Absolute Fit, Incremental Fit, and Parsimonious Fit fitness indexes have achieved the required level and indicated that the measurement model has achieved the construct validity (Awang, 2014; Afthanorhan & Sabri, 2014). The study needs to report the Composite Reliability (CR) which indicates the reliability of the construct and the Average Variance Extracted (AVE). This indicates the convergent validity of the construct. The threshold value for CR is .6 or higher, while the threshold value of AVE is .5 or higher as can be seen in Table 5.

Next, the Discriminant Validity for the construct is achieved if the correlation among the exogenous constructs in the model does not exceed .85 critical point (Afthanorhan, Awang, Rashid, Foziah, & Ghazali, 2019; Al-Mhasnah, Salleh, Afthanorhan, & Ghazali, 2018). The study also needs to develop the Discriminant Validity Index Summary for all constructs involved in the model in order to ensure that they are discriminant among each other. The Discriminant Validity Index Summary is shown in Table 6.

Table 4: The Summary of Fitness Indexes

Name of category	Name of index	Index value	Comments	
1. Absolute fit	RMSEA	0.010	The required level is achieved	
2. Incremental fit	CFI	0.998	The required level is achieved	
	IFI	0.998	The required level is achieved	
	TLI	0.998	The required level is achieved	
3. Parsimonious fit	Chisq/df	1.042	The required level is achieved	

Table 5: The Summary of AVE and CR for Each Construct

Construct	Item	Factor Loading	CR (Above 0.6)	AVE (Above 0.5)
Intention to Leave	Intent 1	0.79	0.764	0.519
	Intent 2	0.72		
	Intent 3	0.81		
Job Satisfaction	SV 1	0.82	0.902	0.648
	SV 4	0.77		

	CO 1	0.79		
	CO 2	0.80		
	PAY 1	0.80		
	PAY 4	0.77		
Organizational	AC 3	0.82	0.874	0.536
Commitment				
	AC 7	0.82		
	AC 8	0.74		
	CC 9	0.69		
	CC 11	0.80		
	CC 12	0.83		
	CC 13	0.76		
	CC 14	0.76		
	NC 16	0.85		
	NC 17	0.75		
	NC 21	0.84		
	NC 22	0.83		
Perceived	POS 1	0.79	0.937	0.556
Organizational				
Support				
	POS 2	0.76		
	POS4	0.88		
	POS 5	0.85		
	POS 7	0.77		

Table 6: The Discriminant Validity Index

Construct	JS	OC	POS	Intention
JS	0.721			
OC	0.647	0.805		
POS	0.602	0.622	0.732	
Intention	0.309	0.523	0.425	0.746

As can be seen in Table 5, the bolded diagonal values are the square root values of the AVE in respective constructs, while other values are the correlation between the respective pair of constructs. The Discriminant Validity of the respective construct is achieved if the square root of its AVE exceeds its correlation value with other constructs in the model. As a result, the Discriminant Validity is achieved if the bolded diagonal values are higher than any other

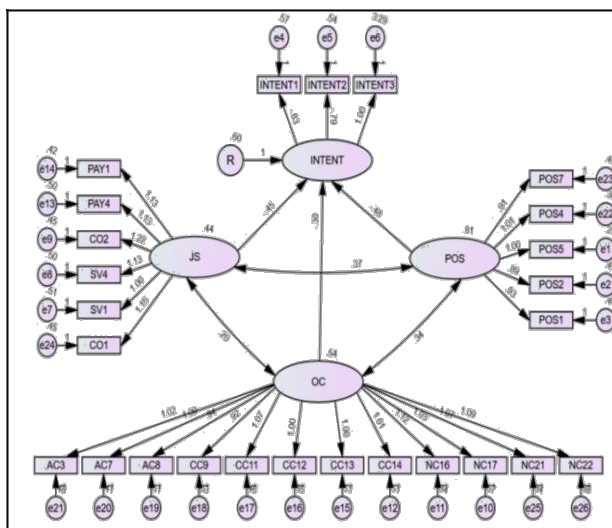
values in its row and column. Thus, the study concludes that the Discriminant Validity for all constructs is achieved.

Later, to model the construct into the structural analysis as can be seen in Figure 3.

After a few steps of the analysis of (1) test of the Pooled CFA Result; (2) The Fitness Index (3) the Discriminant Validity Index, it shows that the measurement model of intention to leave one's job involved in this study is valid.

Figure 3 shows, JS, OC and POS affected Intention to Leave at 60%. The result unveiled that JS ($\beta=-.447$, CR=5.363) is statically significant towards the intention to leave. Also, OC ($\beta=-.297$, CR=-4.714) is statically significant towards the intention to leave and POS ($\beta=-.484$, CR=7.165) is statically significant towards the intention. After the above steps have been taken, it proved that ROI is achieve.

Figure 3. The Structural Model for Intention to Leave Job.



Additionally, Figure 4 and Figure 5 show the moderating effect of length of services with JS. Taking into consideration Constraint Parameter for JS is 522.841, it will be subtracted from the Unconstraint Parameter which is 500.736. The value will be represented as Chi-Square different test which is 22.105. Again, about p-value > 3.84 , Chi-Square $22.105 > 3.84$ is significant. This means that the length of service moderates the relationship between JS and the intention to leave one's job.

Figure 6 and Figure 7 shows the moderating effect of length of service with OC. Taking into consideration the Constraint Parameter for OC is 561.281, it will be subtracted from the

Unconstraint Parameter which is 496.589. The value will be represented as Chi-Square different test which is 64.692. The p-value > 3.84 , Chi-Square $64.692 > 3.84$ is significant. This means that the length of service moderates the relationship between OC and the Intention to leave one's job.

Figure 8 and Figure 9 shows the moderating effect of length of service with POS. Taking into consideration the Constraint Parameter for POS is 636.847, it will be subtracted from the Unconstraint Parameter which is 525.182. The value will be represented as Chi-Square different test which is 111.665. The p-value > 3.84 , Chi-Square $111.665 > 3.84$ is significant. This means that the length of service moderates the relationship between POS and the Intention to leave one's job.

Figure 4. Constraint JS on Intention Leave

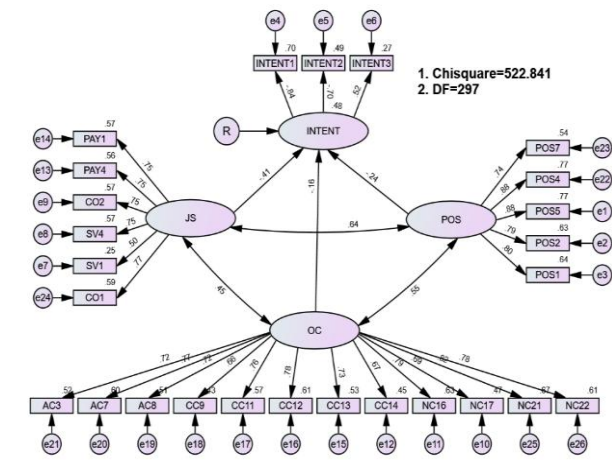


Figure 5. Unconstraint JS on Intention to Leave

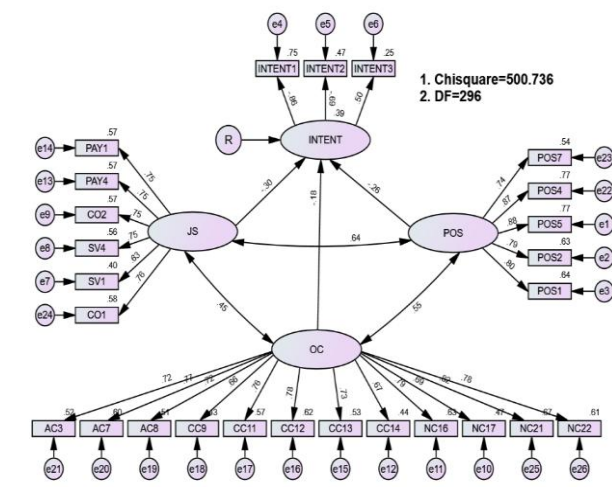


Figure 6. Constraint OC on Intention to Leave

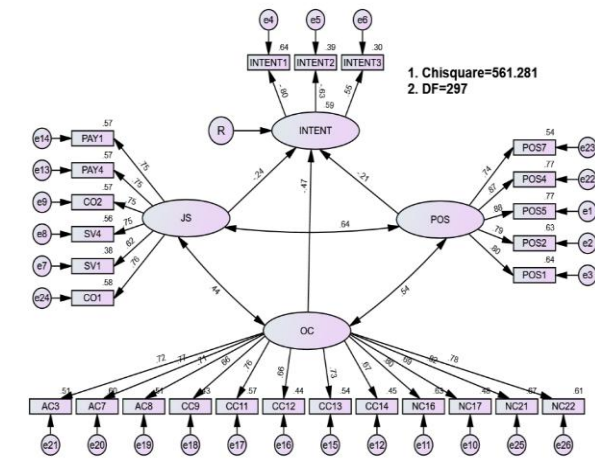


Figure 7. Unconstraint OC on Intention to Leave

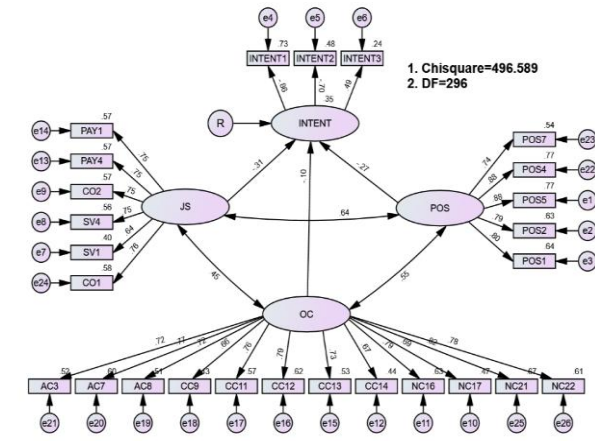


Figure 8. Constraint POS on Intention to Leave

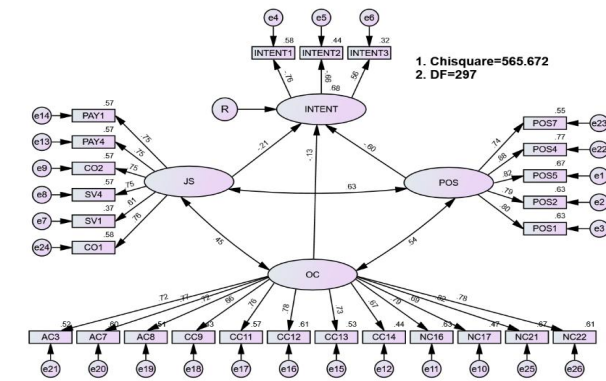


Figure 9. Unconstrained POS on Intention to Leave

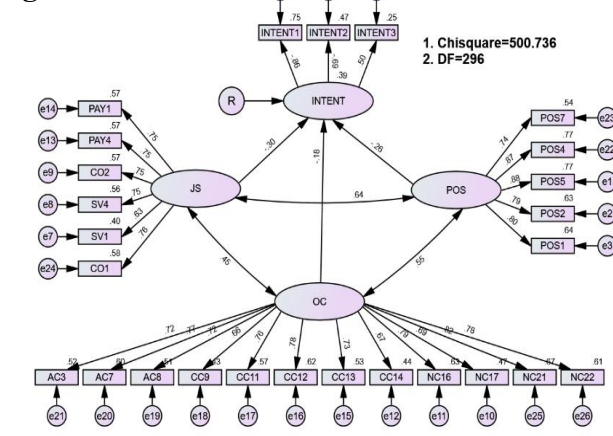


Figure 4 until Figure 9 demonstrate that the AMOS graphic results reveal that the length of service moderates the relationship between JS, OC and POS. This contributes towards the intention to leave one’s job among Malay workers in private sector in the state of Selangor. Thus, achieved RO2.

Therefore, this paper supports the hypotheses tested that JS, OC and POS have significant correlations with intention to leave job. Length of service moderates the relationship between JS, OC and POS with Intention to Leave Job. The summaries of hypotheses testing clearly illustrates in Table 7.

Table 6: Summary of Hypotheses Testing

Hypothesis	Result
H1: Job Satisfaction significantly correlates with Intention to Leave Job	Accepted
H2: Organizational Commitment significantly correlates with Intention to Leave Job	Accepted
H3: Perceived Organizational Support significantly correlates with Intention to Leave Job	Accepted
H4: Length of service moderates the relationship between JS and Intention to Leave Job	Accepted
H5: Length of service moderates the relationship between OC and Intention to Leave Job	Accepted
H6: Length of service moderates the relationship between POS and Intention to Leave Job	Accepted



Conclusion and Recommendations for Further Research

The aims of this study were to identify the relationship between job satisfaction, organizational commitment and perceived organizational support towards an intention to leave one's job. This research focused on Malay workers in private sector and analysed the moderating effect of length of services with JS, OC and POS on intention to leave a job among Malay workers in private sector. Thus, this finding provided extensive information on the reasons that have significant effects in clarifying workers' intentions to leave their job, especially in Malaysian manufacturing. The findings showed that JS, OC and POS have significant negative correlations with the intention to leave. Regarding the implications for business leaders, the information is valuable to motivate the workers as well as encourage workers to act positively towards the organization. It was also found that top management could adopt an Islamic work ethic and improve human capital development to encourage loyalty among workers. This, in turn, would reduce the tendency to leave job in the future.

Future researchers are recommended to conduct research on the intention to leave among Malay workers in different sectors such as the hospitality, services, and construction sectors. Additionally, researchers focusing on the field of intention to leave or organizational behaviour are advised to include other states such as Pulau Pinang, Johor, Kuala Lumpur, Sabah and Sarawak. Future researchers should also consider other factors that might have a positive impact on the organizations' performance and to cope better with the issue of intention to leave organizations in the future.

REFERENCES

- Abbasi, S. M., Hollman, K. W., & Hayes, R. D. (2008). Bad Bosses and How Not to Be One. *Information Management Journal*, 42 (1), 52-56.
- Afthanorhan, A., Awang, Z., Rashid, N., Foziah, H., & Ghazali, P. L. (2019). Assessing the effects of service quality on customer satisfaction. *Management Science Letters*, 9(1), 13–24. <https://doi.org/10.5267/j.msl.2018.11.004>
- Aimran, A. N., Ahmad, S., Afthanorhan, A., & Awang, Z. (2017). The development of comparative bias index. 1870. <https://doi.org/10.1063/1.4995935>
- Al-Mhasnah, A. M., Salleh, F., Afthanorhan, A., & Ghazali, P. L. (2018). The relationship between services quality and customer satisfaction among Jordanian healthcare sector. *Management Science Letters*, 8(12), 1413–1420. <https://doi.org/10.5267/j.msl.2018.10.003>
- Asnawi, A. A., Awang, Z., Afthanorhan, A., Mohamad, M., & Karim, F. (2019). The influence of hospital image and service quality on patients' satisfaction and loyalty. *Management Science Letters*, 9(6), 911–920. <https://doi.org/10.5267/j.msl.2019.2.011>
- Aziz, M. I., Adnan, A. A., Afthanorhan, A., Foziah, H., Ishak, S. I.-W., & Rashid, N. (2019). The influence of employer value proposition in talent demand towards talent shortage in the Malaysian Islamic banking institutions: A SEM approach. *Management Science Letters*, 9(6), 843–850. <https://doi.org/10.5267/j.msl.2019.3.004>
- Chua Yan Piaw (2006). *Kaedah Penyelidikan: Asas Statistik Penyelidikan*. Malaysia: Mcgrawhill.
- Ciftcioglu, A. (2011). The relationship between perceived external prestige and turnover intention: An empirical investigation. *Corporate Reputation Review*, 248–263
- Currivan, D. B. (1999). The causal order of job satisfaction and organizational commitment in models of employee turnover. *Human Resource Management Review* 9 (4): 495–524
- David D. Dawley Martha C. Andrews Neil S. Bucklew, (2008), Mentoring, supervisor support, and perceived organizational support: what matters most?, *Leadership & Organization Development Journal*, Vol. 29 Iss 3 pp. 235 – 247



Dincer, N., & Kiliç, Z. (2018). The Analysis of Stress Levels of the Female Wrestlers Studying in Higher Education (A Case of Batman Province). *Asian Journal of Education and Training*, 4(3), 156-160.

Dong, T., & Lin, X. (2017). Strategies on English Synonym Teaching in Senior High School in the Light of Social Constructivism. *International Journal of English Language and Literature Studies*, 6(3), 63-68.

Edeme, R. K. (2017). Analysis of the responsiveness of non-oil exports to fiscal and monetary policy actions.

Edeme, R. K. (2018). Revisiting the Economic Growth-Welfare Linkages: Empirical Evidence from Nigeria. *Asian Themes in Social Sciences Research*, 1(1), 28-33.

Edriss, A. K., & Chiunda, C. (2017). Interfaces Between Road Infrastructure and Poverty in Africa: The Case of Malawi, 1994-2013. *Journal of Social Economics Research*, 4(1), 9-21.

Fang, J. T. Y., Zakaria, T., & Shokory, S. M. (2016). The Relationship between the Best Practices of Transformational Leadership and Quality of Good Teachers. *International Journal of Economics, Business and Management Studies*, 2(3), 98-104.

Fethi Calisir Cigdem A. Gumussoy Ibrahim Iskin, (2011), Factors affecting intention to quit among IT professionals in Turkey, Vol. 40 Iss 4 pp. 514 - 533

Fathi, N. M., Eze, U. C., & Goh, G. G. (2011). Key determinants of knowledge sharing in an electronics manufacturing firm in Malaysia. *Library Review*, 53-67.

Feng, W. C., & Angeline, T. (2010). Turnover intention and job hopping behaviour of music teachers in Malaysia. *African Journal of Business Management* 4.4 (Apr 2010): 425-434.

Foreman, W. T. (2009). Job satisfaction and turnover in the Chinese retail industry. *Chinese Management Studies*, 356-378.

Govaerts, N., Kyndt, E., Dochy, F., & Baert, H. (2011). Influence of learning and working climate on the retention of talented employees. *Journal of Workplace Learning*, 35-55.



Hanafiah Hasin dan Normah Omar (2007). An Empirical Study on Job Satisfaction, Job Related Stress and Intention to leave Among Audit Staff on Public Accounting Firms in Melaka. *Journal of Financial Reporting and Accounting* 5(1) : 21-31.

Hasin, H. H., & Omar, N. H. (2007). An empirical study on job satisfaction, job-related stress and intention to leave among audit staff in public accounting firms in Melaka. *Journal of Financial Reporting & Accounting*, 21-39.

Lam, T., Lo, A., Chan, J. (2002). New Employees' Turnover Intentions and Organizational Commitment in The Hong Kong Hotel Industry. *Journal of Hospitality & Tourism Research*, 26 (3): 217-234.

Linda K. Johnsrud and Vicki J. Rosser. (2002). *New direction for higher education*. V. 2000, pp. 1-3

Locke, E. A. (1976). The Nature and Causes of Job Satisfaction, in M. D. Dunnette (ed.), *The Handbook of Industrial and Organisational Psychology*, Chicago: Rand McNally College 11-18

Nizamuddin, Z., Nik, N.Md.N & Husna, J. (2015). Turnover intention (Transactional Leadership Styles Perspectives among Electrical & Electronics Sub-Sector Employees in Malaysia.

Purani, K & Sahadev, S. (2007). The moderating role of industrial experience in the job satisfaction, intention to leave relationship: An Empirical Study Among among Salesmen in India', *Journal of Business and Industrial Marketing*, 23, Issue 7: 475-485

Rhoades, L. & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4): 698–714.

Shamsuzzoha. A.H.M. & Shumon, Md Rezaul Hasan (2011). Employee turnover- a Study of Its causes and effects to different industries in Bangladesh.

Spector, P. E., Allen, T. D., Poelmans, S. A., Lapierre, L. M., Cooper, C. L., O'Driscoll, M., et al. (2007). Cross-national differences in relationship of work demands, job satisfaction, and turnover intentions with work-family conflict. *Personnel Psychology*, 805–835.