

**MASTER OF BUSINESS ADMINISTRATION**

**The Study on Employee Engagement, Supervisor Support, Job  
Satisfaction and Employee Retention in Public Transport  
Industry of Malaysia**

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## STUDENT'S DECLARATION

I hereby declare that: I understand the meaning of "Plagiarism" and "Intellectual Property Rights" and Ethics Related to the Principles of Academic Works.

This dissertation is hereby acknowledged as my own work and I have duly acknowledged use of published and unpublished works of other people from the print, electronic and other media.

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[Date] 2 May 2019

## **ACKNOWLEDGEMENTS**

First of all, I would like to thank my supervisor Dr. Syarifah Mastura who guide me throughout the MBA Project. I would like to thank Dr. Syarifah Mastura for willing to sit down and teach me step by step on how to write a good dissertation. I am new to Smart PLS Software and with the help of Dr. Syarifah Mastura I am able to complete chapter 4 which is the research finding part on time.

Secondly, I would like to thank to UH Studynet, google scholar and Tan Sri Abdul Majid online library that enable to get all the information to require to complete the dissertation. Journals that are unable to be found in google scholar can be found in UH Studynet and Sri Abdul Majid online library which save me a lot of time when doing the literature review part of the dissertation.

I am more confident now after completing the dissertation. I am not from the business background which makes me have low confident whether come to topic related to business. The MBA project enables me to present more on the business field for my coming interview which provides me more competitive advantage compared to other candidate and will boost my confidence during the interview.

**ABSTRACT**

Low employee retention is a critical issue that will influence any organization today. The purpose of this research was to examine the relationship between job satisfaction, employee engagement, and supervisor support on employee retention. Three hypotheses had been derived for this research. The information of employees in the public transport industry was collected through questionnaires where the relationship between job satisfaction, employee engagement, and supervisor support on employee retention were identified. Conclusions, discussions, and suggestions were provided on the topic related to job satisfaction, employee engagement, supervisor support, and employee retention.

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## **CHAPTER 1: INTRODUCTION**

### **1.0 Overview**

The first chapter will introduce the study of employee retention in the public transport industry of Malaysia. Besides that, chapter one includes the study background study. Furthermore, the problem statement of the study is included in chapter one. Moreover, chapter one includes the study research objective. Besides that, the research questions are included in chapter one. Moreover, the significance of the study in term of academy and industry are provided in this chapter. Besides that, the scope of limitation is included in this chapter. The last part of chapter one includes the organization of chapter.

### **1.1 Research Background**

The process to make employees stay in a company is known as employee retention (Aruna and Anitha, 2015). Johennesse and Chou (2017) define employee retention as the process and practices that are used to manage employee for the aim of preventing a precious employee from leaving the current position within the organization. In the research that was done by Tan and Rider (2017) mentioned that one of the reason firms invest considerably in employee retention was to obtain human capital advantages over the competitor. On the other hand, Lee, Hom, and Eberly et al. (2018) mention that employee turnover will lead to demoralization of remaining employees, hinder workforce diversity and reduce firm performance.

A target of 40 percent out of Malaysian total population will commute public transport by 2030 which doubles the number recorded in the year of 2015 (Aziz, 2019; Kumar and Rao, 2018; Yunus, 2019). According to Associate Professor Ahmad Hilmy Abdul Hamid who is from Universiti Sains Malaysia and the transport system expert explain that by the year of 2020 there will be 15 percentages of Malaysia will be in the elderly category where public transport is a need for mobility purpose (Anuar, 2018). Malaysia has the aims to become Asean's rail manufacturing hub according to Ti Lian Ker in an article written by Saraswathi (2019). In summary, the Malaysia government has a proper plan for land public transport for the near future.

Mottain (2017) states that there will be an increment of ridership by 40 percentage by the year of 2030 compared to the year of 2015 which is 20 percent. In another article written by Nasa and Nokman (2017) mention that the ridership for bus and rail service in the year 2016 is 381,021,797 compared to the year before in 2015 is 393,049,501. There is an increment of average daily ridership of bus and rail in Klang Valley by 3.7 percentage which is 1,162,717 in the year of 2016 compared to 1,206,111 in the year of 2017 (Bernama, 2018). Yunus and Arbee (2018) state that there is an average of 110,000 commuters daily for the line of MRT Sungai Buloh to Kajang. Aziz (2018) states that there is an increment of 22 percentage of GoKL free bus service ridership that is 63,218 daily passengers in the year 2017 compared to 51,812 in the year 2016. In summary, the increment of ridership in public transport in Malaysia shows that public transport industry is a topic worth to study on and it is critical priority to find the way to make employee stay in public transport industry because the public demand of public transport is increasing.

## 1.2 Problem Statement

Public amenities and infrastructure shall be able to be equally accessed by all citizens without the consideration of which city one is in or level of social status according to Dr. Wan Azizah (The Sun Daily, 2019). Transport Minister Anthony Loke Siew Fook agrees that the third highest expenditure incurred in Malaysia goes to the cost of transport and the government is helping the Malaysian to reduce the transport cost (Loheswar, 2019). The Malaysia government is trying to expand the transportation network and transforming public transport as the government is investing in mega-development of public transport infrastructure (Sazili and Landau, 2018). In summary, the Malaysia government is planning to improve the public transport industry in Malaysia.

Transport minister Anthony Loke Siew Fook announces that passengers of Keretapi Tanah Melayu (KTM) will get 20 percent of discount to start from the 1st April 2019 with the aim to reduce the cost of living of Malaysian (Anis, 2019; Loheswar, 2019; Today Online, 2019). An increment of 20 percent of commuters which are around 120,000 to 130,000 passengers is expected with the discount of 20 percentage of Keretapi Tanah Melayu tickets fees (Loheswar, 2019). In summary, the Malaysia government has encouraged the usage of Keretapi Tanah Melayu by giving a discount to the commuter.

Sungai Buloh-Kajang (SBK) Line has a capacity of one thousand and two hundred daily ridership with an estimated of about four hundred thousand. In the year 2017, SBK line records an average of one hundred and ten thousand commuters daily according to Yunus and Arbee (2018). An increase in daily ridership year on year by 7.5 percentage for urban rail can be seen on 17 July 2017 (Free Malaysia Today, 2018 b). In summary, the Malaysia government has invested money on Mass Rapid Transit to improve the land public transport of Malaysia.

The Malaysia government has introduced the My100 pass that enables commuters to have unlimited rides on rapid transit and bus service in 30 days for the cost of 100 (Koya, 2018; Today Online, 2019; Yunus, 2019). Besides that, Malaysia government also introduce My50 travel pass which enables commenters to have an unlimited ride on RapidKL buses and Mass Rapid Transit feeder buses with the cost of RM 50 (Koya, 2018; Today Online, 2019; Yunus, 2019). The My100 and My50 travel pass were introduced to reduce the Malaysian monthly cost of living and to encourage the used of public transport (Jamil, 2018). The research firm predicts that the 30 days unlimited Rapid Bus and rail travel pass will increase the public use of public transport in the context of Klang Valley (The Borneo Post, 2018). In summary, the Malaysia government come out with My100 pass and My50 pass to encourage the usage of land public transport.

Smartphone applications will be introduced in near future with the function to let passenger knows the train's timetable and aware of the train's arrival time (Loheswar, 2019). The smartphone application is act as a journey planner for the commuters where with the smartphone application the commuter will know the timetable for the train and know when the train arrive (Today Online, 2019). Commuters will be able to plan their journey better through Journey Planner smartphone application that is developed by the Land Public Transport Commission (Free Malaysia Today, 2018 a). In summary, the Malaysia government has planned to improve the public transport industry through the introduction of a smartphone application.

It is important for the organization to increase retention rate as according to a study done by Future Workplace and Kronos that is cited by Schawbel (2016) approximately 87 percent of employee support that employee retention is important to the company. In another research that was done by Institute of Research on Labour and Employment at the University of California that was cited by Salleh (2016) states that it was 150 percent of the employee's salary to replace the person. Therefore, employee retention is an important topic to study on because it will influence the company's annual revenue.

Boon (2015) mentions that there are 10 bus companies in the Sarawak state that has closed because of difficulty in hiring drivers for the past 10 years. Malaysia is facing a shortage of 3000 drivers each year in the commercial transport industry (Mohsen, 2016). In the year of 2017, there was a shortage of 1,500 express and city bus drivers in Johor according to President of the Johor Bus Operators Association Datuk Suchdav Jotisroop that was cited by The Straits Times (2017). In another article written by Mohsen (2016) mentions that to become a bus driver a Malaysian need to spend RM 2000 to RM 2500 to obtain a Class D, RM 1500 to RM 2000 for a Class E License and RM 1500 to RM 2000 for a Public Service Vehicle license. Therefore, employee retention in the bus industry of public transport industry in Malaysia is a topic that worth to study on because public bus transport is important transportation to working-class workers.

Approximately half of the 70,000 taxi drivers in Malaysia find themselves displace with digital ride-sharing revolution (Zahiid, 2016). Lee (2015) states that 20 percent of taxi drivers in Klang Valley has gone to Grabcar and Uber. In an article that is written by Silva (2017) mentions that the income of taxi drivers has dropped by 30 percent since the introduction of Uber and Grabcar in Malaysia. Lee (2015) supports that there approximately 20 percent to 50 percentage steps drop in the taxi drivers' income. In an article written by Chan (2018) mentions that thousands of taxis have been returned and driver switches job after the entry of Uber to Malaysia in 2014. In summary, employee retention in taxis industry of public transport industry in Malaysia is a topic worth study due to the digital ridesharing revolution that downsizing the industry.

### **1.3 Research Objective**

The main idea of this study is to find the influence of job satisfaction, supervisor support and employee engagement on employee retention. It is critical priority to understand the exogenous variables of employee retention in the public transport industry of Malaysia in this research. There are three objectives that are defined as the stepping stone to achieve the aim.

RO1: To determine whether job satisfaction has a significant relationship with employee retention in the public transport industry of Malaysia.

RO2: To determine whether employee engagement has a significant relationship with employee retention in the public transport industry of Malaysia.

RO3: To determine whether supervisor support has a significant relationship with employee retention in the public transport industry of Malaysia.

### **1.4 Research Question**

The research questions are derived from the research objectives and literature review. The below research questions are introduced for this study are used to ensure that the research objective can be achieved.

RQ1: Does job satisfaction has a significant relationship with employee retention in the public transport industry of Malaysia?

RQ2: Does employee engagement has a significant relationship with employee retention in the public transport industry of Malaysia?



RQ3: Does supervisor support has a significant relationship with employee retention in the public transport industry of Malaysia?

## **1.5 Significance of the Study**

In this part of the chapter includes the critical priority to study to academia and the critical priority to study to the industry.

### **1.5.1 Importance of Study to Academia**

The main idea of this study is to determine the exogenous variables of employee retention in the public transport industry in Malaysia. There are three suggested exogenous variables that influenced staff retention in the public transport industry of Malaysia namely supervisor support, employee engagement, and job satisfaction. There are limited studies done on the title of staff retention in the public transport industry especially in Malaysia. Therefore, the gap of employee engagement, supervisor support, job satisfaction on employee retention in the public transport industry of Malaysia can be closed through this study.

### **1.5.2 Importance of Study to Industry**

A research was done by Tan and Rider (2017) mentioned that one of the reason firms invest considerably in employee retention was to obtain human capital advantages over the competitor. When the company is able to achieve high year-to-year retention of seasonal employees, it will create a competitive advantage to the company (McCole, 2015). Coetzer, Inma, and Poisat (2017) mention that it can be costly when key employee voluntary turnover occurs in an organization. In summary, employee retention is an important topic to study on.

Raffiee (2017) states that competitive advantage will be eroded when employee mobility occurs through relationship transfer and facilitating inter-firm knowledge in America. In the same context of United State of America, Lee et al. (2018) mention that employee turnover will lead to demoralization of remaining employees, hinder workforce diversity and reduce firm performance. According to Makhubela and Ngoepe (2018), departing employees will cause the organization to lose the knowledge when the employee retires early, find a new job and lure over by other organization in the context of South Africa. In summary, employee turnover intention is an important topic to study.

In the context of Pakistan, Hadi and Ahmed (2018) mention that it is crucial for the survival of the organization to acquire and retain qualified and best employee where competitive advantage can be gained over the competitor organizations when employee retention achieve. Lee et al. (2018) mention that a turnover spiral can be set off when a single employee quit as it will inspire other employees to quit in America. In summary, employee intention to stay in company is an important topic to research on.

## **1.6 Scope of Limitation**

In this part of the chapter consist of other influencing factors of employee retention, scope limitation, data collection limitation, and time limitation.

### **1.6.1 Other Influencing Factors**

There are three influencing factors that have been selected in this study and with the finding that have a positive relationship with staff retention. However, there are still have various exogenous variables that can lead to staff retention but it is beyond the scope of this study.

### **1.6.2 Scope Limitation**

The scope of this investigation is on staff retention in the public transport industry of Malaysia. Employee retention will be difference due to the different level of task and stress. The degree of staff retention may be difference in relatively small cities in Malaysia.

### **1.6.3 Data Collection Limitation**

This research will mainly target on employee retention in the public transport industry of Malaysia. It will be challenging to get respondents to participate in this research as it is depending on the respondents' willingness to fill up the online questionnaire on staff retention which is sensitive topic for working adult. Respondents have the right to not participate in the survey as it is a private and confidential issue especially topic such as employee retention. Moreover, it is time-consuming to answer the questionnaire.

### **1.6.4 Time Limitation**

There is time constraint to complete this research where the researcher needs to complete the study with a tight schedule. The target population is unable to be reached in this research. The result of this study can only be considered as the generalized for population working in the public transport industry of Malaysia. There is no sufficient time to complete the research if compare with the full-time researchers.

## **1.7 Organization of Chapter**

In this investigation consist of five main chapters as follows:

Chapter 1 Introduction: Chapter one consists of general information for the research. Chapter one includes the research background, the problem statements, the research objectives, the research questions, the significance of study in term of academy and industry are provided in this chapter and the scope of limitation are included in this chapter.

Chapter 2 Literature Review: Chapter two consist of a literature review of previously studied that have been done by other researchers. In this research focus on a topic such as the endogenous variable namely employee retention. In this research also focus on the exogenous variable namely supervisor support, job satisfaction, and employee engagement. Relevant theories to study are also included in this part. Hypotheses and conceptual framework are included in this chapter.

Chapter 3 Research Methodology: Chapter three includes of the design of the study, sampling plan and data collection steps . Besides that, the measurement tools that are used in this study is written in this chapter.

Chapter 4 Research Findings: Chapter four consist of data analysis result and discussion of finding. The relationship between research objectives, study finding, and relevant literature are proven in this chapter. The analysis of data is summarized in the result section. In chapter four, the finding of the study is checked back to research questions and hypotheses.

Chapter 5 Conclusion and Limitation: Chapter five consist of conclusion. Besides that, in this part of the dissertation includes the study limitation. Moreover, in this part of the thesis consist of the discussion on the contribution of this research to the body of knowledge. In this part of the dissertation consist of the future research direction. Personal reflection also included in the latter part of the chapter.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Overview**

The priority of chapter two is to have a theoretical framework and to do an existing literature reviewed. In chapter two, employee's retention will be demonstrated. There are exogenous variables that influence retention namely job satisfaction, employee engagement, and supervisor support. The prominent authors in the topic of employee retention are found. The methodology used by the previous studies are listed. The definition of endogenous variable and exogenous variables are provided. Social Exchange Theory is used to support the study. Job Demand-Resource theory is included to assist the research. The similar and different argument statement on thesis statement are provided. In chapter two, gap in literature, framework, and hypotheses are included.

### **2.1 Employee Retention**

The definition of employee retention is defined as the practices and policies that organizations use to prevent important employees from quitting the job where employee retention involves the step of encouragement taken by the organization to make employee remain in the company for a maximum time (Baharin and Hanafi, 2018). Johennesse and Chou (2017) define employee retention as the practices and processes that are used to supervise precious employee and to make sure that the employee does not leave the position within the company. Besides that, Rose and Raja (2016) define employee retention as practices and policies that make employee work with an organization for a long time. Michael, Prince, and Chacko (2016) differentiate employee retention with employee turnover where employee retention is the current employment relationship existence while employee turnover is the separation of the employee from the given employment relationship.

Employee retention is studied in the context of Malaysia by previous researchers (Baharin and Hanafi, 2018; Hamid and Yahya, 2016; Isa, Ibrahim, and Jaaffar et al., 2018). Besides that, previous researchers (Kundu and Lata, 2017; Tanwar and Prasad, 2016; Umamaheswari and Krishnan, 2016 a) have studied employee retention in India. Moreover, employee retention is also studied in the context of South Africa by previous researchers (Ezeuduji and Mbane, 2017; Renard and Snelgar, 2016; Thurman, Taylor, and Nice et al., 2018). Employee retention is studied by previous researchers (Campbell, Eley, and Mcallister, 2016; Radford, Shacklock, and Bradley, 2015; Russell, Zhao, and Guthridge et al., 2017) in the context of Australia.

Employee retention can be improved through four steps namely encouragement of effective communication, diverse workforce employment, skilled people employment and provide training program (Cloutier, Felusiak and Hill et al., 2015). Haider, Rasli and Akhtar et al. (2015) mention that training, compensation, and culture are the human resource practices that use to improve employee retention. Besides that, employee motivational factor such as recognition, reward, promotion, security, salary, work environment, training, and development are able to be used to improve staff retention (Kassa, 2015).

Employee retention is important because the mobility of key employee will erode competitive advantage through inter-firm knowledge facilitation and relationship transfer facilitation (Raffiee, 2017). Lee et al. (2018) state that a turnover spiral can occur when a single employee resigns because it can inspire another employee to quit. When the employees of an organization retire early, found another job or join to other organization, the organization will lose the knowledge of the departing employees (Makhubela and Ngoepe, 2018). Hadi and Ahmed (2018) mention that it will be crucial for the organization to survive and get a competitive advantage over the rival when the best and qualified employees decide to retain in the organization.

The organization invests in retention because employee retention is able to provide a human capital advantage over competitors (Tan and Rider, 2017). McCole (2015) on the other hand states that the company that has a high year to year staying employees of seasonal staffs can create an advantage over the rival. Employee retention is important because it cost a lot of money for voluntary turnover of key employees (Coetzer et al., 2017).

## **2.2 Exogenous Variables**

The exogenous variables of this research are supervisor support, employee engagement and job satisfaction.

### **2.2.1 Supervisor Support**

Supervisor support means the extend of employees believe that the supervisor realizes about the employees' current situation and the employees' carry good value to the company (Kurtessis, Eisenberger and Ford et al., 2017). According to De Clercq, Dimov, and Belausteguigoitia (2016), supervisor support mean the extent to which supervisee conscious that supervisor concerned about the employee well-being. Gok, Karatuna, and Karaca (2015) support that the supervisor support means the degree of supervisee feel that he or she is supported and respected by the supervisor.

Supervisor support is studied by previous researchers (Achour, Khalil, and Ahmad et al., 2017; Choo and Nasurdin, 2016; Ng, 2015) in the context of Malaysia. Previous researchers (Chauhan, Ghosh, and Rai, 2017; Guchait, Cho, and Meurs, 2015; Umamaheswari and Krishnan, 2016 b) has studied supervisor support in India. Malaysia and India are the context where supervisor support is studied on.

Moreover, supervisor support is studied by previous researchers (Chen, Li, and Leung, 2016; Li, Castano, and Li, 2018; Tian, Cordery, and Gamble, 2016) in the context of China. Previous researchers (Greaves, Parker, and Zacher et al., 2015; Poulsen, Khan, and Poulsen et al. 2016; Talukder, Vickers and Khan, 2018) have studied supervisor support in Australia. China and Australia are the context where supervisor support are studied on.

In the context of Malaysia, perceived supervisor support will influence employees' turnover intention according to a research done by Kalidass and Bahron (2015). It was supported by Bashir and Choi (2015) that supervisor and colleague support had relationship with the employees' intention to stay. In another research that was done by Azeez (2017) mentioned that when supervisor support increased, employee retention in an organization would also increase. Supervisor support is a potential exogenous variable for employee retention in the context of Malaysia.

Supervisor support can be improved by aligning job redesign with leadership training (Tafvelin, Stenling and Lundmark et al., 2019). Gordon, Tang, and Day et al. (2019) mention that employee support mechanism can be improved by using the management training and employee feedback on supervisor support in the organization. The change of diversity climate of an organization to be more inclusive to all employees able to help to increase perceptions of supervisor support (Paustian-Underdahl, King, and Rogelberg et al., 2017). Supervisor support can be improved by the encouragement of high levels of social support in an organization where job performance can be improved through supervisor's direct assistance and advice (Mushtaq, Raja, and Khan, 2017).



Supervisor support is important because it can be used as a proactive socialization tactic by motivating feedback seeking (Beenen, Pichler, and Levy, 2017). Besides that, supervisor support is important because supervisor able to involve in employees' decision-making process in regarding whether to take sabbaticals. Moreover, supervisor support is a critical issue because it will help the employee to deal with job stress and buffer the depression due to burnout (Weigl, Stab, and Herms et al., 2016). Furthermore, the supervisor supports able to augment employees' quality of work life by improving employees' emotional attachment to life satisfaction and organization (Rathi and Lee, 2017).

### **2.2.2 Employee Engagement**

The degree of emotional bonding a worker has to his or her workplace and ardent about his or her work is the definition of employee engagement (Jindal, Shaikh, and Shashank, 2017). Tepayakul and Rinthaisong (2018) mention that employee engagement is the behaviour the worker brings in or out leave out during the performance of work where employee engagement can be used as an attitude and also behaviour. There are two types of employee engagement namely job engagement and organization engagement where job engagement focus on engagement of individual's job while organizational engagement focus on engagement at individual's workplace (Jain and Ansari, 2018).

Employee engagement is studied in the context of Malaysia by previous researchers (Ayub and Islam, 2018; Ghani, Derani, and, Aznam et al., 2018; Hashim and Nor, 2018). Previous researchers (Deshpande, 2018; Muduli, Verma, and Datta, 2016; Ugargol and Patrick, 2018) have studied employee engagement in India. Employee engagement is studied by previous researchers (Huang, Ma, and Meng, 2018; Men and Huang-Baesecke, 2015; Xie, Shi, and Zhou, 2016) in the context of China.

Shah and Loo (2016) state that the link between motivation-enhancing and turnover intention is not intervened by job engagement but by organization engagement in the context of Malaysia. In another research done by Hamid and Yahya (2016) mention that one of the main exogenous variables in making employees to stay in Malaysia is work engagement. Employees will have less likely to involve involuntary movements when the employees are highly engaged (Salleh and Memon, 2015). One potential antecedent of staff retention in Malaysia is employee engagement.

Employee engagement can be improved by public relations strategy of storytelling (Gill, 2015). Potoski and Callery (2018) mention that environmental employee engagement can be improved through peer communication. Employee engagement can be improved by network development and transformation (Cross, Opie, and Pryor et al., 2018). Meintjes and Hofmeyr (2018) state that perceived organizational support is able to influence staff engagement.

It is a critical issue for organization to identify employee engagement because when staff engagement increases individual productivity and performance will increase which increase the company profit (Amah and Sese, 2018). Employee engagement is important because engaged employees will perform better in the job and felt more fulfilled and happier when working (Byrne and MacDonagh, 2017). Shirin and Kleyn (2017) state that employee engagement is critical issue because it is able to influence competitive performance and profitability. Employee engagement is a priority management-focused activity as it is able to help the organization to compete and perform in a competitive and dynamic environment with achieving the organization's goal and objectives (Gupta and Sharma, 2016).

### 2.2.3 Job satisfaction

Job satisfaction means the extent of an individual evaluates his or her job experience in a positive way (Yang, 2016). Noviantoro (2018) defines job satisfaction as the evaluation of the feeling of an individual on his or her job. According to Saengsawang and Panichpathom (2018), the building of worker's positive feeling toward his or her jobs and workplace is the definition of job satisfaction. According to Ranaweera and Li (2018), job satisfaction means the job perception of workers in the judgment between satisfied to dissatisfied.

Job satisfaction is studied by previous researchers (Daud, 2016; Idris, See, and Coughlan, 2018; Tan, Muthuveloo, and Teoh, 2018) in the context of Malaysia. Besides that, previous researchers (Kumar, 2017; Pandita, 2017; Sharma and Singh, 2016) have studied job satisfaction in India. Moreover, previous researchers (Li, Lei, and Sun et al., 2017; Ouyang, Sang, and Li et al., 2015; Ren and Chadee, 2017) have studied job satisfaction in the context of China. Furthermore, previous researchers (Arkwright, Edgar, and Debenham, 2018; Cosgrave, Maple, and Hussain, 2018; McPhail, Patiar, and Herington et al., 2015) have studied job satisfaction in the context of Australia.

In the research done by Pau and Sabri (2015) in the context of Malaysia shows that the key factor in workforce retention is job satisfaction. This was supported by Sidik, Hamid, and Ibrahim (2017) there was a substantial influence on employee satisfaction on staff turnover intention in Malaysia. In another research that was done by Jauhar, Chan, and Rahim (2017) showed that when job satisfaction increased the link between reward and employee intention to resign would be influenced by job satisfaction. Job satisfaction is the potential antecedent of employee retention in Malaysia.

Job satisfaction can be improved by diversity management (Vanderschuere and Birdsall, 2019). Rhodes and Toogood (2016) state that active support implementation able to increase job satisfaction. According to Kowal and Roztockki (2015), there are three dimensions of organizational ethics that are able to improve job satisfaction namely ethical optimism, corporate social responsibility, and top management action. Ling, Ning, and Chang et al. (2018) mention that job satisfaction can be improved through human resource management practices and job reward.

It is critical issue to know about job satisfaction because by having the knowledge to predict job satisfaction the owner of an organization and management staffs able to shape the work environment where the precious, capable, and loyal able to stay in an organization (Wnuck, 2017). Batura, Skordis-Worrall, and Thapa et al. (2016) mention that job satisfaction is main issue because it is able to predict an employee's turnover in an organization. Job satisfaction is critical issue because it can influence mental health and severity of psychological distress (Ashkzari, Piryaei, and Brojerdian et al., 2017).

### **2.3 Methodology Used by the Previous Study**

A quantitative method was used in a research that was done by Bibi, Ahmad, and Majid (2018) with the distribution of questionnaire where the data was analyzed by using Smart PLS 2.0 to determine the convergent validity and discriminant validity of the research related to exogenous variable supervisor support on employee retention. On the other hand, a research that was done by Arici (2018) used a quantitative method with the distribution of questionnaire where AMOS 24.0 was used to determine the convergent and discriminant validities of the factors while HLM 7.0 was used to determine the hierarchical linear modeling on the research related to supervisor support and employee retention. Previous researchers (Fazio, Gong, Sims and Yurova, 2017; Karatepe and Kilic, 2015; Radford et al., 2015) used quantitative approached by questionnaire distribution on the research related to supervisors' support and employee retention.

Kalidass and Bahron (2015) are used questionnaires and convenience sampling method to study the influence of exogenous variable which is perceived supervisor support on employee turnover intention. Bashir and Choi (2015) on another hand used survey methodology approached, descriptive research designed, and comprehensive sampling approached to study the influence on endogenous variable which is employee retention by supervisor support. Azeez (2017) used descriptive study and secondary data from various past research journals to study the influence of exogenous variable which is supervisor support on the endogenous variable which is employee retention.

Shu, Gong and Xiong et al. (2018) used a quantitative method with questionnaire distribution where the research data was analyzed through SPSS 20.0 and AMOS 21.0 on the research related to exogenous variable which is job satisfaction on employee retention. Quantitative method was used by Chen, Brown, and Bowers et al. (2015) with the distribution of questionnaire where the data was analyzed with SPSS 19 and composite indicator structural equation model was included in the research related to the exogenous variable job satisfaction on the endogenous variable employee retention. Previous researchers (Galletta, Portoghese and Carta et al., 2016; Lee and Chelladurai, 2018; De Sousa Sabbagha, Ledimo, and Martins, 2018) used a quantitative method with questionnaire distribution and structural equation modeling in the research related to the relationship of exogenous variable which is job satisfaction on the endogenous variable employee retention.

Pau and Sabri (2015) used postal questionnaire survey and SPSS 18 was used to do statistical analysis to find the influence of job satisfaction on endogenous variable employee retention. Sidik et al. (2017) used cross-sectional studied quantitative approached through descriptive statistics, questionnaire, and non-probability convenience sampling to find the influence of exogenous variable which is staff satisfaction on turnover Intention. Jauhar et al. (2017) used self-administered questionnaires, SPSS for further analysis and descriptive analysis to study the relationship of intention to quit with job satisfaction.

Shah and Loo (2016) used questionnaires and structural equation modeling to study the influenced of talent engagement on turnover intentions. Hamid and Yahya (2016) used disproportionate sampling, questionnaires to find the link of work engagement on staff retention. Salleh and Memon (2015) used descriptive study and secondary data from previous journals to study employee engagement on turnover.

Partial least squares-structural equation modeling was done by Memon, Salleh, and Nordin et al. (2018) by suing Smart PLS 3.0 on the topic related to employee engagement on endogenous variable employee retention where a quantitative method with the distribution of questionnaire are used. A quantitative method was used by Oliveira and Rocha (2017) with the distribution of a questionnaire where multi-regression analysis was used to test the hypotheses on the research related to employee engagement and the endogenous variable employee retention. Previous researchers (Agarwal and Gupta, 2018; Heuvel, Freese, and Schalk et al., 2017; Memon, Salleh, and Baharom, 2016) used a quantitative method with the distribution of questionnaire and structural equation modeling was included for the research related to exogenous variable employee engagement and the endogenous variable employee retention.

## **2.4 Definition of Terms**

According to Baharin and Hanafi (2018) employee retention means the initiative done by the company to prevent a precious employee from turnover through companies' practices and policies. Mehta, Kurbetti, and Dhankhar (2014) define employee retention as the strategy used in business to achieve operational requirement and at the same time able to stay an effective workforce. Das and Baruah (2013) define employee retention as the encouragement process where the employees are motivated to stay in a company until the completion of a project or for a lengthy period of time.

Kumar, Jauhari, and Rastogi et al. (2018) define turnover as the situation where the employee leaves the organization and it can be either be voluntary or involuntary. Ertureten, Cemalcilar, and Aycan (2013) define turnover intention as the foreseeable future that can be seen by the employees where the process is in the condition of deliberate and conscious willfulness. Aydogdu and Asikgil (2011) define turnover intention as the employee's behavioral attitudes to quit from the company while turnover defines as the employee actual separation from the organization.

According to Awan (2013) job satisfaction mean the delight level of a worker gain from his or her total job. Hamid, Malik and Kamran et al. (2014) define job satisfaction as the job fulfillment of a worker's need determination through job characteristic. Aamir, Salman, and Asif et al. (2014) define job satisfaction as the degree of comfortability of an employee has on his or her roles in an organization.

According to Andrew and Sofian (2012), employee engagement means the extent of involvement and the dedicate level that an employee has toward the company and the organization's values that he or she is working in. Besides that, employee engagement means the degree of emotional link and the job satisfaction that the employee feels to the organization that will lead to productivity improvement, employee's intention to remain and innovation (Abraham, 2012).

According to Gok et al. (2015) supervisor support means the extend of a worker awares that his or her supervisor respect and support his or her. Zhang and Wang (2018) define supervisor support as a belief through the supervisors' emphasis on contribution and welfare. Greaves et al. (2015) state that there are two foci of supervisor support namely support directed at employees' work and care roles where work support is the assistance intended to facilitate work effectiveness while care support relate to the enhancement of the employee capacity to work management and roles of caregiving.

## **2.5 Underpinning Theory**

In this part of the chapter consist of two underpinning theories. The first fundamental theory is known as the Social Exchange Theory. The second fundamental theory is known as the Job Demands-Resources Theory.

### **2.5.1 Social Exchange Theory**

Huang, Lee, and Mcfadden et al. (2016) state that the organization treatment on the employee will be paid back to the company by the staff of the company. Base on the fundamental of Social Exchange Theory, when the domain perceived to be the originator resource generator, the employee will reciprocate in form of more favorable attitudes (Wei, Guo, and Ye et al., 2016). The worker's extend of job satisfaction, engagement, and turnover rate are linked to safety climate perceptions which support the Social Exchange Theory application (Huang et al., 2016).

Besides that, employee's job engagement is the exchange the benefits with the organization in certain form refer to the viewpoint of Social Exchange Theory where the employee will generate influencing outcomes according to the expectation of job engagement in an exchange with organizational reward (Yin, 2018). Moreover, refered on the theory of Social Exchange Theory, employees are expected to reciprocate with positive attitudes such as work engagement when the employees satisfied with the reward offered by the organization (Yalabik, Rayton, and Rapti, 2017). In summary, employee engagement is relatable to the fundamental theory of Social Exchange Theory.



Jose and Mampilly (2015) state that high supervisor support could produce a reciprocal relationship according to rule of Social Exchange Theory where employees would obligate to replay their supervisor as they felt emotionally connected. Social Exchange Theory suggests that it may trigger the employees' behavior that extent which is specified in the formal job description when the employees receive positive regards in term of love and statue from one's supervisor (Lemmon, Glibkowski and Wayne et al., 2016). In summary, supervisor support is relatable to the fundamental theory of Social Exchange Theory.

Heron, Coseano, and Bruck-Lee (2018) mention that the exchange relationship between the employees and the organization will impact the extend of job satisfaction where a positive outcome is depending on the exchange relationship according to social exchange theory. A research that was done by Romieke, Nienaber, and Schewe (2016) showed that the extend of trust and job satisfaction would be affected through the engagement in an exchange link between the employee and the employee's coworker through a process of social comparison which was influenced by social exchange process. In summary, job satisfaction is relatable to the fundamental theory of Social Exchange Theory.

### **2.5.2 Job Demands-Resources Theory**

A research that was done by Kattenbach and Fietze (2018) showed that job resources increased job satisfaction while job demand caused exhaustion, where job satisfaction was reduced with job demands and exhaustion was led by job resources. The role of job source to job satisfaction of workers become negative in the case of simple job demand, self-development and skill development shortage (Syailendra and Soetjipto, 2017). Job satisfaction and job demand are associated positively with job resources (Jonasson, Lauring, and Selmer et al., 2017). Job satisfaction is relatable to the fundamental theory of Job Demand-Resource theory.

Walsh, Yang, and Dose et al. (2015) mention that one of the job resources is supervisor support. Weigl et al. (2016) support that supervisor support is a critical content of job resource. Baeriswyl, Krause, and Schwaninger (2016) found that job satisfaction was able to be predicted by supervisor support which was a major job resource. Supervisor support is relatable to the fundamental theory of Job Demand-Resource theory.

Work engagement can be promoted through job resource to reduce exhaustion by an employee with high cognitive functioning that suffers from job demand (Kulikowski and Orzechowski, 2018). Oshio, Inoue, and Tsutsumi (2018) state work engagement and job resources are relatable. The effect of unit-level work engagement by job resources are moderated by personal resource through positive relationship weakening (Chen, Shih, and Chi, 2018). The link between job resource, personal resources, and employee performance are mediated by work engagement in Job Demand-Resource Model (Lee and Eissenstat, 2018). Vander Elst, Cavents, and Daneels et al. (2016) state that the levels of work engagements are high with job resource. Work engagement is relatable to the fundamental theory of Job Demand-Resource theory.

The link between well-being and work characteristics can be described through Job Demand-Resource model (Baeriswyl et al., 2016). There are two major components of the job demand resource model namely job demands and job resource (Jang, Lee, and Zadrozny et al., 2017). Job demands define as the work aspects that can lead to stress while job resources refer to the aspect that provides employees support and wellbeing maintenance (Scanlan and Still, 2019). Veldman, Admiraal, and Tartwijk et al. (2016) define job demands as the job that need physical and psychological effort sustain requirement which lead to physiological and psychological cost.

## 2.6 Hypotheses Development

In the context of Brazil, Oliveira and Rocha (2017) engagement has inversed relationship with turnover intention. Agarwal and Gupta (2018) in the context of India support that the increment of work engagement will cause the decrease in turnover intention. Kim (2017) on the other hand states that work engagement has inversed influence on turnover intention in the context of Korea. In summary, employee engagement is one of the potential exogenous variables of turnover intention.

In the context of Belgian, Caesens, Stinglhamber, and Marmier (2016) mention that it is a curvilinear link between work engagement and turnover intention. Ravalier (2018) mentions that employee engagement increase will lead to a decrease in turnover intention in England. A research that was done by Heuvel et al. (2017) in the multinational context supported that the increased engagement would lead to the decrease in turnover intention. In summary, one of the potential exogenous variables of employee retention is employee engagement.

A research done by Bibi et al. (2018) show that when supervisor support increases, employee retention will also increase in the context of Academic Institution in Pakistan. In another research that done by Radford et al. (2015) showed that employee intention to remain in a company would be influenced by perceived supervisor support in Australian age care context. In the context of turkey, Arici (2018) mentions that perceived supervisor support is one of the potential exogenous variables of turnover intention. It was supported by Fazio et al. (2017) that supervisor support had significant relationship with turnover intention in America. In summary, supervisor support is one of the potential antecedents of employee retention.

Moen, Kelly, and Lee et al. (2017) show that supervisor support has positively influenced turnover intention in a mixed context. It was supported by Fazio et al. (2017) that high supervisor support will lead to low employee intention to leave in South Africa. Karatepe and Kilic (2015) on the other hand mention that the positive influence of strain-based work-family conflict on turnover intention is to decrease through manager support. In the context of Japan, Saijo, Yoshioka and Kawanishi et al. (2016) have proven that supervisor support is one of the antecedents of employee intention to leave an organization. In summary, supervisor support is one of the potential exogenous variables of turnover intention.

A research that was done by Chung, Jung, and Sohm (2017) in the context of Korea mentioned that low job satisfaction was caused by job stress which would lead to an increase in turnover intention. Zhao, Shi and Sun et al. (2018) on the other hand mention that turnover intention is caused by job satisfaction in the context of China. In the same context of China, Chen et al. (2015) state that the increase in job satisfaction will lead to a decrease in turnover intention. In summary, one of the potential antecedents of employee retention is job satisfaction.

According to Basol and Demirkaya (2017), the turnover intention will be low when job satisfaction increases in the context of turkey. It was supported by Lee and Chelladurai (2018) that job satisfaction decreased will lead to an increase in turnover intention in America. Flickinger, Allscher, and Fiedler (2016) mention the influence of increment of job satisfaction has in terms of decrement of turnover intentions will be lessened by temporary work. In the context of Iraq, Jadoo, Aljunid, and Dastan et al. (2015) state that turnover intention is caused by low job satisfaction. In summary, one of the potential antecedents of turnover intention is job satisfaction.

A research that was done by Francis and Singh (2016) in the context of South Africa mentioned that turnover intention would be influenced by job satisfaction. Galletta et al. (2016) on the other hand state that in the context of Italy job satisfaction has a positive influence on retaining staff at an individual level. Azeez, Jayeoba, and Adeoye (2016) in the context of Nigeria mention that the increase of job satisfaction will lead to a decrease in turnover intention. In summary, the endogenous variable employee retention has one potential exogenous variables which is job satisfaction.

According to De Sousa Sabbagha et al. (2018) staff retention in an organization is influenced by job satisfaction in the context of South Africa. It was supported by Brawley and Pury (2016) that employee turnover would be decreased when the increased of worker satisfaction in the context of two contexts namely America and India. Shu et al. (2018) on the other hand mention that it is insignificant for the family member for the influence of job satisfaction on turnover intention but significant for the family member in China. In summary, endogenous variable turnover intention has one potential exogenous variables which is job satisfaction.

## 2.7 Conceptual Framework

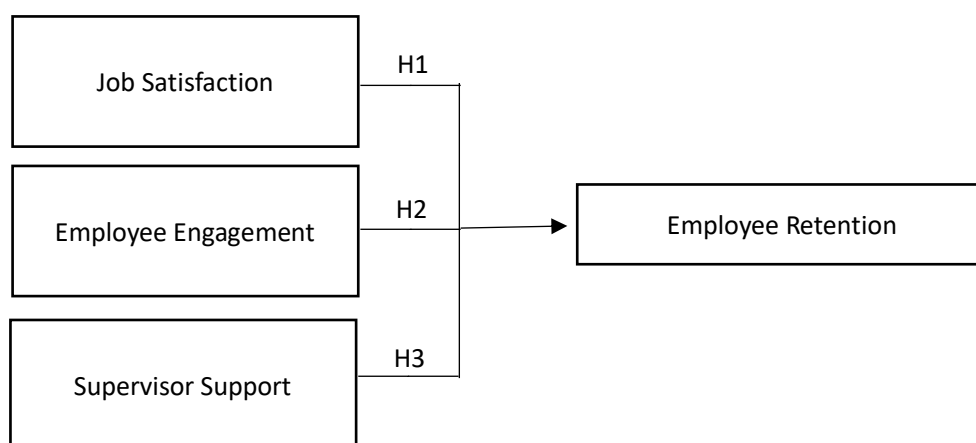


Figure 2.1: Conceptual Framework

## 2.8 Agreement with Result

In this study, the increment of supervisor support will lead to the decrement of employee retention. Supervisor support will end up employee retention according to research done by Bibi et al. (2018). It is support by Radford et al. (2015) that perceived supervisor support will lead to intention to stay. Fazio et al. (2017) state that high supervisor support will lead to low intention to leave. In summary, employee retention will be influenced by supervisor support which is the same as the result of this study.

In this study, the increasement of staff engagement will lead to the decrement of staff retention. Employee engagement will influence turnover intention according to research done by Ravalier (2018). Previous studies (Agarwal and Gupta, 2018; Heuvel et al., 2017; Oliveira and Rocha, 2017) shows that when engagement increase the turnover intention decrease. An engagement was related to retention according to research done by Bhattacharya (2015). In summary, employee engagement is one of the potential exogenous variables of employee retention which is the same result as this study.

In this study, job satisfaction will not lead to staff retention. According to Jauhar et al. (2017), the link between transformational leadership and intention to quit is not influenced by job satisfaction. Han, Trinkoff, and Gurses (2015) on the other hand do not include job satisfaction as an exogenous variable in the model with intent to leave as the outcome variable due to there are many dimension of job satisfaction. Hudgins (2016) had found out that job satisfaction and anticipated turnover significantly overlapped. In summary, job satisfaction will not cause employee retention which is same result as this study.

## 2.9 Disagreement with Result

In this study, job satisfaction will not cause employee retention. According to De Sousa Sabbagha et al. (2018) the increasement of job satisfaction will end up to the increment of staff retention. Previous studies (Basol and Demirkaya, 2017; Chen et al., 2015; Zhao et al., 2018) show that job satisfaction will influence turnover intention. Job satisfaction is able to retain staff at the individual level according to a research done by Galletta et al. (2016). In summary, employee retention will be influenced by job satisfaction according to research done by previous studies (Basol and Demirkaya, 2017; De Sousa Sabbagha et al., 2018; Galletta et al., 2016) but in this study job satisfaction has no influence on staff retention in the land public transport industry of Malaysia.

In this study, employee engagement has negative influenced on employee retention. Milliman, Gatling, and Kim (2018) state that engagement is related to employees' service delivery but not to employee's intention to stay. Caesens et al. (2016) state that the link between work engagement and employees' turnover intentions is curvilinear. Behavioral engagement strongly associated with performance while felt engagement more strongly associated with satisfaction and retention (Stumpf, Tymon Jr, and Ehr et al., 2016). Previous researchers (Caesens, Stinglhamber, and Marmier, 2016; Milliman et al., 2018; Stumpf et al., 2016) found out that there were mixed influenced of employee engagement on endogenous variable employee retention but in this study found out that when employee engagement increased, employee retention decreased.

In this study, when supervisor support increases, employee retention decreases. The negative link of perceived supervisor support on turnover intention is mediated by authentic leadership (Arici, 2018). The link between core self-evaluations and turnover intentions is inversed when supervisor care support is low (Greaves et al., 2015). The link between exogenous variable supervisor support and turnover intentions is mediated by the quality of work life (Rathi and Lee, 2017).

## 2.10 Main Finding

In this study, when employee engagement and supervisor support increase employee retention decrease. Besides that, job satisfaction will not lead to employee retention.

Previous researchers (Bibi et al., 2018; Umamaheswari and Khrishnan, 2016 a; Umamaheswar And Khrishnan, 2016 b) have study the variables of supervisor support and employee retention. Besides that, staff engagement and staff retention are studied by previous researchers (Bhattacharya, 2015; Johnson and Pike, 2018; Renard and Snelgar, 2016). Moreover, researches have been done by previous researchers (Ashton, 2018; Coetzee and Stoltz, 2015; De Sousa Sabbagha et al., 2018) on the variables related to job satisfaction and staff retention. However, there is only a few researches done on staff retention in the land public transport industry of Malaysia.

Hashim and Nor (2018) mention that the research on the link between job satisfaction, intention to stay and employee engagement shall be carried out for future research. Future study on employees' satisfaction and engagement shall be carried out according to Pieters (2018). Further research on employee engagement shall undertake to determine its antecedent and consequences according to Mehrzi and Singh (2016). In summary, it is required to study employee engagement in the public transport industry in Malaysia.

Jindal et al (2017) state that future research shall focus on the increase of sample size on the link of exogenous variable employee engagement on talent retention. Structural Equation Modelling shall be carried out on the topic related to employee engagement for future study according to Arslan and Roudaki (2019). Komala and Prabhu (2016) state that the study on the exogenous variables of employee retention shall be carried out for future study. In summary, it is required to study employee engagement in the public transport industry in Malaysia.



Bibi et al. (2018) mention that the link between exogenous variable supervisor support and endogenous variable employee retention can be studied in other sectors. It was supported by Umamaheswari and Khrishnan (2016 a) that supervisor support on employee retention should be carried out in different context. Smit, Stanz, and Bussin (2015) mention that it is critical issue to study the relationship of supervisor support on workforce retention in a variety of industries or different organizations in one specific industry. Umamaheswari and Khrishnan, (2016 b) support that the relationship between supervisor support on workforce retention shall be carried out in a different context. In summary, it is required to study the link between supervisor support and endogenous variable employee retention in the public transport industry of Malaysia.

De Sousa Sabbagha et al. (2018) state that the study of job satisfaction on staff retention can be future studied in different industries. Masum, Azad, and Beh (2015) on the other hand mention that there is only a few research done on job satisfaction in developing country. Ashton (2018) suggests that future research can explore the ways to manage staff through job satisfaction that end up with employee retention. In summary, it is necessary to study the relationship between exogenous variable job satisfaction and endogenous variable employee retention in the public transport industry of Malaysia.

A research done by Khalid, Pahi, and Ahmed (2016) shows that employee retention has 61 percent of coefficient of determination which means there are still many other variables that can be studied to identify for further variance. It was supported by Bibi, Pangil, and Johari et al. (2017) there were still had other variables that were able to influence employee retention as the coefficient of determination value  $R^2$  value was 58 percent in the research. Another research that was done by Bibi et al. (2018) showed that the coefficient of determination value was 17 percentage which shows that there was another potential exogenous variable in the research. In summary, the potential exogenous variables that influence employee retention might be job satisfaction, employee engagement and supervisor support.

According to Deery and Jago (2015), future research shall focus on the way to determine the decision making that cause employee intention to leave and employee retention through job satisfaction. Bangwal and Tiwari (2019) suggest that the research shall involve other industries and regions on the topic related to employee satisfaction on intention to stay. In summary, it is necessary to study the exogenous variable which is job satisfaction on endogenous variable employee retention in the public transport industry of Malaysia.

## **2.11 Conclusion**

The definition of employee retention, supervisor support, job satisfaction and employee engagement are provided in this chapter. Besides that, the ways to improve employee retention, supervisor support, job satisfaction and employee engagement are provided in chapter two. Moreover, the importance of employee retention, supervisor support, job satisfaction and employee engagement are provided in this chapter. Furthermore, the contexts of employee retention, supervisor support, employee engagement, supervisor support and job satisfaction being studied are provided in chapter two.

The methodology used by the previous study is included in the literature review part of this study. Social Exchange Theory and Job Demands-Resources Theory are the underpinning theory that are used in this study. Hypotheses development for employee engagement, supervisor support and job satisfaction on employee retention are provided in chapter two. A conceptual framework is drawn in this chapter. Agreeable statements and disagreeable statements with the result of this study are provided. A conclusion of the literature review is provided at the last part of this chapter.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.0 Overview**

In this chapter consist the information for research design, sampling design, and questionnaire design. The sampling design part of this chapter consists of sampling technique, target population, and sampling size. The questionnaire design is included in this part of the chapter.

### **3.1 Research Design**

In this part of the chapter consist of the research design of this study.

#### **3.1.1 Purpose of Study**

The aim of investigation can be divided into three types namely exploration, description and hypotheses testing. According to Wohlin and Aurum (2015) when there is limited information on the study area exploratory research is carried out to gather some insights related to the problem. Reiter (2017) states that explicit theory with hypotheses that is clear and precise shall begin with when doing exploratory research. Qualitative research and quantitative research are the two methods of research that can be carried out in explorative research where the observation, interview, and focus group interview are the basic data collection method for exploratory research (Wohlin and Aurum, 2015).

Hypothesis testing is defined as the process of judging whether a hypothesis is correct or incorrect (Veazie, 2015). The null hypothesis and the alternative hypothesis are formulated in hypothesis testing (Schindler, 2015). Descriptive research is carried out to describe the characteristic of a problem or a phenomenon (Wohlin and Aurum, 2015). Atmowardoyo (2018) mentions that existing phenomena is described as precise as possible through descriptive research. Descriptive research is going further and more focus compare to exploratory research (Wohlin and Aurum, 2015). Descriptive research not only investigates the existing phenomenon but also investigate the phenomena after a fixed period of time (Atmowardoyo, 2018).

Descriptive study is carried out in this research where the study is to verify the constructs in a different context. The research is used to represent the persons, events or situation's accurate profile which is based on descriptive research. It is also aimed at describing the phenomenon under study, which is employee retention with job satisfaction, employee engagement and supervisor support.

### **3.1.2 Type of Investigation**

The type of investigation in this research is correlation where it is to determine the link between the exogenous variables and endogenous variables. Correlation analysis is a determination of the main factors that associate with the problem itself. The focus is on whether relationships exist and if so, what is the strength of the relationships. An objective approach is applied in quantitative correlation where the strength and the significant relationship between two variables can be identified (Banister, 2015).

### **3.1.3 Study Setting**

It is a non-contrived study setting in this because the research is based on the link of exogenous variables namely supervisor support, employee engagement and job satisfaction on employee retention in public transport industry of Malaysia that is occurred naturally and not affected by human. There is no manipulation of the environment in the study where the research is done in a normal environment and setting. The setting aims to seek the opinions of the respondents via a questionnaire within the work environment.

### **3.1.4 Research Strategies**

Survey research is used in this research as research strategies. Data analysis is done through Smart PLS software on data of a large numbers of selected respondents of the public transport industry of Malaysia. Online questionnaires are distributed to study the link between supervisor support, job satisfaction, employee engagement which are the exogenous variable on the endogenous variable employee retention in the public transport industry of Malaysia. Google form is used as the survey tool in this research where google form is an online questionnaire tool that is used to facilitate the issuance of questionnaire and data collection in the context of Malaysia.

### **3.1.5 Extent of Researcher Interference**

The extent of researcher interference is minimal because the questionnaire is used in this research. The study does not influence the external environment. This is because the distribution of feedback to the respondent will not interfere with their work. It will take only few minutes of time for the employees to fill up the questionnaire and the respondents do not require to leave their workplace. There will be no big influence on the respondents. The research focuses on events as they normally occur.

### **3.1.6 Unit of Analysis**

The employees that are from the public transport industry in Malaysia will be treated as the unit of analysis. The targeting employees are individual which is the employees of the public transport industry of Malaysia thus the unit of analysis shall be individual. The focus of the studied relationship is between employee retention with job satisfaction, employee engagement and supervisor support at individual employee level for the land public transport industry. The distribution of the questionnaires will be carried out in order to get the feedback of the respondents before feedback evaluation.

### **3.1.7 Time Horizon**

The time horizon is cross-sectional in this study because there is limited time provided to complete the research. Cross-sectional study is an observational study design where there is no manipulation of the study environment by the respondents. The cross-sectional study enables the user to collect data of different variables and the plenty amount of information in a small period of time. The data are gathered from the respondents only once because there is a time constraint. There is no bias in the result obtained because the feedback is collected once from the respondent without the second time collection. Cross-sectional is suitable for study with limited time and cost.

## **3.2 Sampling Design**

In this part of the chapter consist of sampling design of the research. In this part of the chapter consist of sampling technique, sample size, and target population.

### 3.2.1 Sampling Technique

In this study, non-probability convenient sampling is used this is due to it is faster and the response rate will be higher as the project only have ten weeks which is time constraint. Convenience sampling is a technique used to collect data from respondents who are convenient to provide it. Convenient sampling enables the researcher to collect data in an easy way where the data is able to gather quickly in a small period of time. Researchers are able to easily access to the respondents and each employee of the public transport industry has the opportunity to become the respondent of the questionnaire. Sufficient sample size is needed to prevent the waste of time and resource.

### 3.2.2 Sampling Size

There are three exogenous variables arrows pointing at a construct in this research. The sample size shall be 59 because if the statistical power is 80 percentage, the significance level is 5 percentage and the sample size with a minimum  $R^2$  of 0.25 is selected according to according to Cohen's sample size table (Cohen, 1992). The sample size shall be more than 59 in order to get accurate participant's response rates.

<b>Exhibit 1.7</b> Sample Size Recommendation a in PLS-SEM for a Statistical Power of 80%												
Maximum Number of Arrows Pointing at a Construct	Significance Level											
	1%				5%				10%			
	Minimum $R^2$				Minimum $R^2$				Minimum $R^2$			
	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75
2	158	75	47	38	110	52	33	26	88	41	26	21
3	176	84	53	42	124	59	38	30	100	48	30	25
4	191	91	58	46	137	65	42	33	111	53	34	27
5	205	98	62	50	147	70	45	36	120	58	37	30
6	217	103	66	53	157	75	48	39	128	62	40	32
7	228	109	69	56	166	80	51	41	136	66	42	35
8	238	114	73	59	174	84	54	44	143	69	45	37
9	247	119	76	62	181	88	57	46	150	73	47	39
10	256	123	79	64	189	91	59	48	156	76	49	41

Figure 3.1: Sample Size (Cohen, 1992)

### 3.2.3 Target Population

Land Public Transport	Number of Employees		
	High-Skilled	Semi-Skilled	Low-Skilled
Train services	2,358	3,287	1,909
Bus services	2,013	12,736	6,749
Taxi and rental of car services	673	2,391	597

Table 3.1: Number of Paid Full-Time Employees of Transportation and Storage Services by Categories of Skilled Workers and Activities in 2015 (Department of Statistics Malaysia, 2017, p.68)

In this study, the land public transports are divided into three types namely train services, bus services, taxi and rental of car services. Semi-Skilled employees in train services are the largest number of employees compare to highly skilled employees and low skilled employees.

Year	Number of Employees In Taxi And Rental Of Car Services
2015	27,713
2010	19,762

Table 3.2: Principal Statistics of Taxi and Rental of Car Services from 2010 to 2015 (Department of Statistics Malaysia, 2017, p.91)

The number of persons engaged in taxi and rental of car services for the year of 2010 and 2015 are shown in Table 3.3. The number of persons engaged in taxi and rental of car services for the year of 2015 is increased by 7951 number of employees if compare to the year of 2010.



Year	Number of Employees In Bus Services
2015	33,563
2010	31,510
2008	16,804
2006	16,458
2005	18,623

Table 3.3: Principal Statistics of Bus Services from 2005 to 2015 (Department of Statistics Malaysia, 2017, p.81)

The number of persons engaged in bus services for the year of 2005, 2006, 2008, 2010, and 2015 are shown in Table 3.3. The number of persons engaged in bus services for the year of 2015 is increased by 14940 number of employees if compare to the year of 2005.

Year	Number of Employees in Train Services
2015	7,554
2010	7,319
2006	6,428
2005	6,368

Table 3.4: Principal Statistics of Train Service from 2005 to 2015 (Department of Statistics Malaysia, 2017, p.79)

The number of persons engaged in train services for the year of 2005, 2006, 2010, and 2015 are shown in Table 3.4. The number of persons engaged in train services for the year of 2015 is increased by 1186 employees if compared to the year of 2005.

### 3.3 Questionnaire Design

Section	Variable	Items	Source
A (Exogenous Variables)	Supervisor Support	4	Eisenberger, Huntington, and Hutchison et al. (1986); Rhoades, Eisenberger, and Armeli (2001)
	Job Satisfaction	4	Thompson and Phua, (2012); Brawley and Pury (2016);
	Employee Engagement	5	Robertson and Cooper (2009)
B (Endogenous Variable)	Employee Retention	3	Gul, Akbar and Jan (2012)
C	Demographic Profile	2	Hooi (2007); Yow (2013);

Table 3.5: Questionnaire Table

The respondents are asked to fill up the five-point Likert scale.

### 3.4 Conclusion

A descriptive study is carried out in this study. The sample size is 59 for pilot test and the sample size for preliminary test is 99. The items for exogenous variables and endogenous variable are designed in the questionnaire designed part of the chapter.

## **CHAPTER 4: RESEARCH FINDINGS**

### **4.0 Overview**

Smart PLS software was used to analyse data in chapter 4. The pilot analysis was conducted using a small sample size where the reliability and validity of the construct with the discriminant validity of the construct were checked to find the possible problems for the designed questionnaire. The reliability and validity of the construct with the discriminant validity of the questionnaire were also used in the final test where the relationship between the exogenous variable and the endogenous variable were identified. The demographics of the study were described through SPSS software.

### **4.1 Smart PLS Analysis**

In this part of the chapter includes the Smart PLS analysis.

#### **4.1.1 Specifying the Structure Model**

Smart PLS software is used to do data analysis in this study. The link between the endogenous variable and the exogenous variables are shown in the first stage of PLS analysis through the structural model. There are three exogenous variables in this study where the first exogenous variable is employee engagement, the second exogenous variable is supervisor support and third exogenous variable is job satisfaction while the endogenous variable of this study is employee retention where the structure model in Figure 4.1 describes the link between the endogenous variable and exogenous variables.



Figure 4.1: Specifying the Structural Model

#### 4.1.2 Specifying the Measurement Models

The path model of this study is shown in Figure 4.2 where each potential variable has a number of indicator variables respectively. There are two types of measurement specification that can be considered namely the reflective measurement model and the formative measurement model when setting up a measurement model. The reflective measurement model is used when the indicators are caused by the latent variables while formative indicators are used when the indicator influence latent variables (Garson, 2016, p.17).

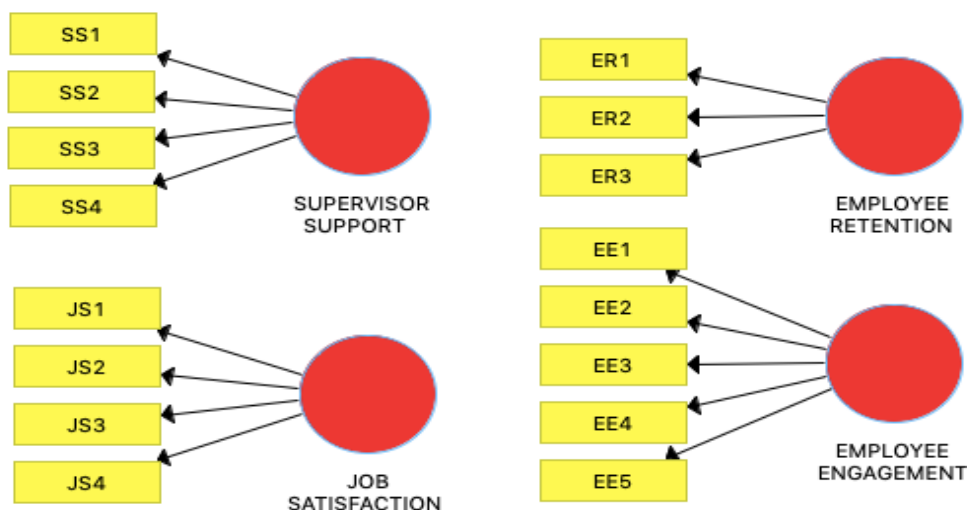


Figure 4.2: Reflective Measurement Model

Reflective measurement is used in this study. SS 1 to SS 4 is caused by variable supervisor support. JS1 to JS 4 is caused by variable job satisfaction. EE1 to EE 5 is caused by variable employee engagement. ER 1 to ER 3 are caused by variable employee retention.

#### 4.1.3 Data collection and Examination

A five-point Likert scale is used in this study to indicate the satisfaction of the respondent where 1 stand for strongly disagrees while 5 stands for strongly agrees. The indicator for the reflective model construct is shown in Table 4.1.

The minimum sample size shall be 59 according to Cohen's sample size table (Cohen, 1992). There are 59 questionnaires are issued for the first time for pilot testing. The effective questionnaires for the first time are 59. There are 101 questionnaires are issued for the second time for preliminary testing. The effective questionnaires for the second time are 99. The 59 questionnaires for pilot testing are not included in the 99 questionnaires for preliminary testing.

Variables	Indicator Name	Items
Supervisor Support	SS 1	My supervisor cares about my opinion.
	SS 2	My work supervisor really cares about my well-being.
	SS 3	My supervisor strongly considers my goals and values
	SS 4	My supervisor shows concern for me
Job Satisfaction	JS 1	I find real enjoyment in my job.
	JS 2	I like my job better than the average person.
	JS 3	Most days I am enthusiastic about my job.
	JS 4	I feel fairly well satisfied with my job.
Employee Engagement	EE 1	The goals of my organization make me feel that my job is important.
	EE 2	I am committed to this organization.
	EE 3	My opinions are listened to by my bosses at work.
	EE 4	I am enthusiastic about the job I do.
	EE 5	At work, I am prepared to work hard, even when things do not go well.
Employee Retention	ER 1	I plan to stay for more than one year with the present organization.
	ER 2	I feel I can contribute to the organization other than my work.
	ER 3	I am satisfied with my present job.

Table 4.1: Indicator for Reflective Measurement Model Construct.

#### 4.1.4 PLS Path Model Estimation

The values of outer loadings are identified to determine whether the indicator for each latent variable can be used for further analysis before the pilot test. Indicator loadings that are less than 0.7 will be removed to ensure the relevance of indicator for subsequent analysis (Hair et al., 2017, p.47).

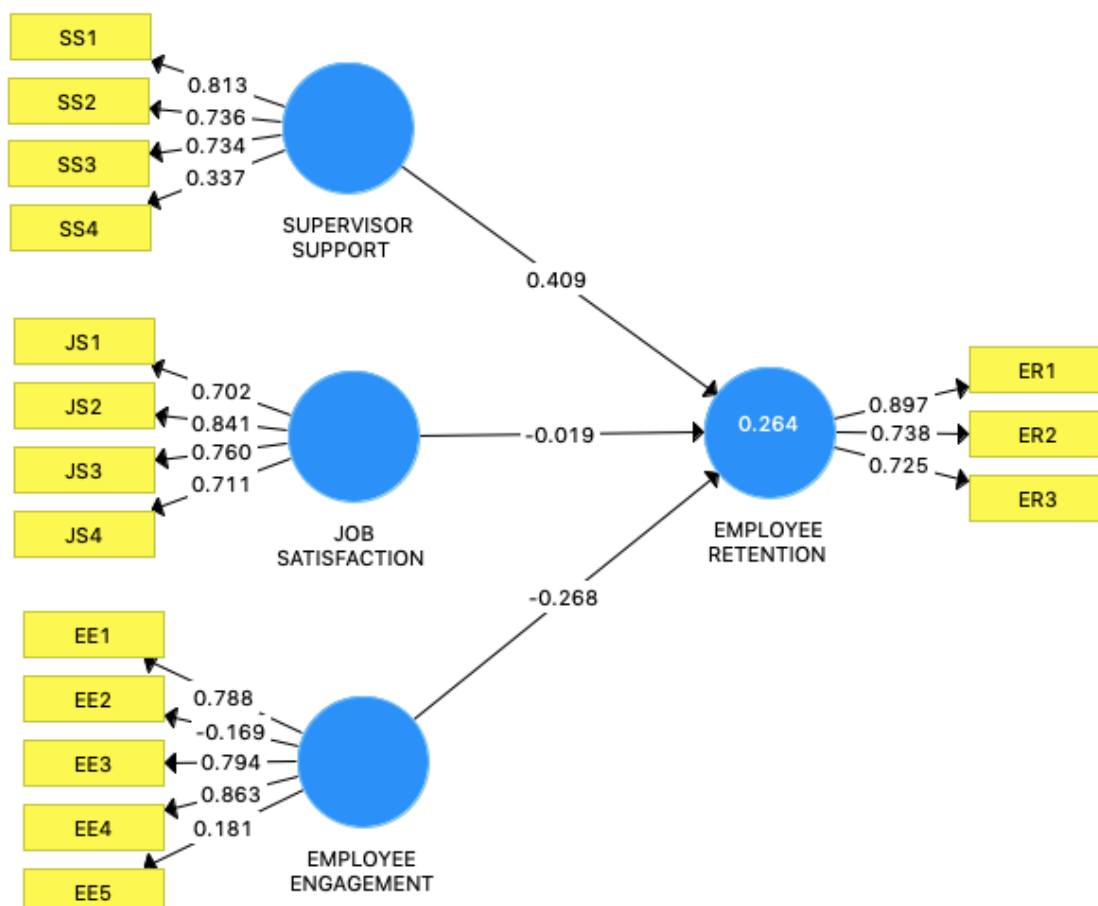


Figure 4.3: Indicators for Reflective Measurement Model Construct

The outer loading value of SS 4, EE 2 and EE 5 are less than 0.7 which mean the three indicators shall be removed. The outer loadings of others indicator are greater than 0.7 after removing the indicator SS 4, EE 2 and EE 5 which shows that these indicators are reliable.

## 4.2 Pilot Test

In this part of the chapter, the collected data are tested with pilot testing. The minimum sample size is 59 wherein this study 59 samples are used for pilot testing. In this part of the chapter includes the evaluation of the reflective model. In this part of the chapter also include the evaluation of the result of the structural model.

### 4.2.1 Assessing PLS-SEM Results of the Reflective Measurement Models

The evaluation of reflective model consists of four parts namely internal consistency, indicator reliability, convergent validity, and discriminant validity.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0.874	0.876	0.874	0.698
Employee Retention	0.840	0.844	0.832	0.625
Job Satisfaction	0.841	0.846	0.841	0.571
Supervisor Support	0.793	0.796	0.793	0.562

Table 4.2: Construct Reliability and Validity for Pilot Test

The value of Cronbach's Alpha for each variable is used to determine the internal consistency reliability of the study. The Cronbach Alpha value for all variables are between 0.793 to 0.874 which shows that the reflective model is reliable as the Cronbach Alpha for all variable is higher than 0.7 (Riou et al, 2016).



The composite reliability is between 0.793 to 0.874 which indicate that the reliability of variables is acceptable. The Average Variance Extracted of pilot testing in this research is between 0.562 to 0.698 which are greater than 0.5. Average Variance Extracted that are more than 0.5 indicate that there is an adequate level of convergent validity (Riou et al., 2016).

Latent Variable	Indicators	Outer Loading	Composite Reliability	Average Variance Extracted	Discriminant Validity
Supervisor Support	SS 1	0.800	0.793	0.562	Yes
	SS 2	0.724			
	SS 3	0.732			
Job Satisfaction	JS 1	0.703	0.841	0.571	Yes
	JS 2	0.841			
	JS 3	0.760			
	JS 4	0.712			
Employee Engagement	EE 1	0.806	0.874	0.698	Yes
	EE 3	0.814			
	EE 4	0.884			
Employee Retention	ER 1	0.903	0.832	0.625	Yes
	ER 2	0.725			
	ER 3	0.731			

Table 4.3: Result Summary for Reflective Measurement Models for Pilot Test

The cross-loading for the pilot test shows that each indicator loading is the largest for the designated construct which means the indicators are valid (Garson, 2016, p. 69). The Fornell-Larcker Criterion for the pilot test shows that the square root of Average Variance Extracted of a construct is larger than the correlation between the construct and other constructs in the model (Riou et al., 2016).

Indicators	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
EE1	<b>0.806</b>	-0.236	0.228	-0.050
EE3	<b>0.814</b>	-0.238	0.205	-0.027
EE4	<b>0.884</b>	-0.259	0.167	-0.025
ER1	-0.325	<b>0.903</b>	-0.17	0.371
ER2	-0.149	<b>0.725</b>	-0.311	0.347
ER3	-0.202	<b>0.731</b>	-0.198	0.334
JS1	0.276	-0.196	<b>0.703</b>	-0.328
JS2	0.204	-0.235	<b>0.841</b>	-0.379
JS3	0.163	-0.212	<b>0.760</b>	-0.495
JS4	0.078	-0.199	<b>0.712</b>	-0.259
SS2	-0.087	0.320	-0.401	<b>0.724</b>
SS3	-0.039	0.320	-0.292	<b>0.723</b>
SS1	0.030	0.354	-0.396	<b>0.800</b>

Table 4.4: Cross Loading for Pilot Test

The first discriminant validity in this research is tested with cross loading. Table 4.4 shows that the loading for each indicator is the highest for their designated construct.

Variable	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement	<b>0.835</b>			
Employee Retention	-0.293	<b>0.791</b>		
Job Satisfaction	0.238	-0.279	<b>0.756</b>	
Supervisor Support	-0.04	0.443	-0.486	<b>0.75</b>

Table 4.5: Fornell-Larcker Criterion for Pilot Test

The second discriminant validity in this study is tested with Fornell-Larcker Criterion. The Table 4.5 shows that the value of other latent variables is lower compared to the diagonal displayed values which mean that the variables have a high relationship with their own construct.

Variables	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement				
Employee Retention	0.282			
Job Satisfaction	0.240	0.284		
Supervisor Support	0.112	0.439	0.484	

Table 4.6: HTMT Criterion for Pilot Test

When an HTMT value is above 0.90 it is suggested that it is a lack of discriminant validity (Hair et al., 2017, p.141). The HTMT value for pilot test is between 0.112 to 0.484 where the indicators are considered to be valid.

### 4.3 Preliminary Test

The validity of the reflective model and the reliability of the reflective model are verified through the previous section of the chapter. In this part of the chapter includes the use of 99 data for the preliminary test to verify whether the hypotheses are true. The 59 data that previously used in the pilot test are not included in the 99 data for the preliminary test.

#### 4.3.1 Result of Reflective Measurement Models

The indicators for SS 4, EE 2 and EE 5 are deleted in the preliminary test as according to the pilot test these items shall be deleted. The indicator for JS 2 is deleted due to the outer loading values are less than 0.7. The indicator SS2 is kept due to the delete of indicator does not cause the increase of Average Variance Extracted of the corresponding construct (Riou, 2016).

The composite reliability for the preliminary test is between 0.819 to 0.887 which shows that the reliability is satisfactory. Average Variance Extracted value for the preliminary test are between 0.602 to 0.724 which mean that reliabilities of variables are acceptable as the Average Variance Extracted value are more than 0.5 (Hair et al., 2017, p.138).

Variables	Indicators	Outer Loading	Composite Reliability	Average Variance Extracted	Discriminant Validity
Supervisor Support	SS 1	0.831	0.819	0.602	Yes
	SS 2	0.698			
	SS3	0.792			
Job Satisfaction	JS 1	0.817	0.844	0.717	Yes
	JS 3	0.849			
	JS 4	0.873			
Employee Engagement	EE1	0.738	0.841	0.641	Yes
	EE 3	0.935			
	EE 4	0.710			
Employee Retention	ER 1	0.808	0.887	0.724	Yes
	ER 2	0.787			
	ER 3	0.948			

Table 4.7: Result Summary for Reflective Model Measurement Models for Preliminary Test

The square root of Average Variance Extracted value is higher than the correlation between the construct and others construct in the model for Fornell-Larcker criterion in the preliminary test.

Variable	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement	<b>0.801</b>			
Employee Retention	-0.449	<b>0.851</b>		
Job Satisfaction	-0.292	0.274	<b>0.847</b>	
Supervisor Support	0.364	-0.462	-0.32	<b>0.776</b>

Table 4.8: Fornell-Larcker Criterion for Preliminary Test

The second discriminant validity verification is through cross loading. The loading of each indicator is the largest for their designated construct for cross loading in the preliminary test where these indicators are considered to be valid (Garson, 2016, p. 69).

Indicators	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
EE1	<b>0.738</b>	-0.332	-0.177	0.304
EE3	<b>0.935</b>	-0.420	-0.272	0.327
EE4	<b>0.710</b>	-0.319	-0.251	0.240
ER1	-0.422	<b>0.808</b>	0.200	-0.322
ER2	-0.336	<b>0.787</b>	0.221	-0.380
ER3	-0.391	<b>0.948</b>	0.274	-0.469
JS1	-0.234	0.224	<b>0.817</b>	-0.230
JS3	-0.267	0.233	<b>0.849</b>	-0.266
JS4	-0.242	0.239	<b>0.873</b>	-0.314
SS2	0.401	-0.323	-0.010	<b>0.698</b>
SS3	0.219	-0.366	-0.338	<b>0.792</b>
SS1	0.246	-0.384	-0.365	<b>0.831</b>

Table 4.9: Cross Loading for Preliminary Test

When a HTMT value is above 0.90 it is suggested that it is a lack of discriminant validity (Hair et al., 2017, p.141). The HTMT value for preliminary test is between 0.273 to 0.463 where the indicators are considered to be valid.

Variables	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement				
Employee Retention	0.455			
Job Satisfaction	0.295	0.273		
Supervisor Support	0.378	0.463	0.323	

Table 4.10: HTMT Criterion for Preliminary Test.

### 4.3.2 Assessing PLS-SEM Results of the Structural Models

The reflective measurements are verified to be reliable and valid in the previous section of this chapter. In this part of the chapter will evaluate the structural model results. The lateral collinearity is assessed through Variance Inflation Factor.  $R^2$  determine the coefficient of determination.  $f^2$  value determines the effect size of  $R^2$  while  $Q^2$  determine Stone-Geisser Predictive relevance.

The criterion for checking collinearity is through Variance Inflation Factor. Multicollinearity occurs when the indicator of the same structure is related with each other. Multicollinearity problem can be prevented when the Variance Inflation Factor value is less than five (Garson, 2016, p. 71). There is no multicollinearity as the Variance Inflation Factor of all latent variables are less than five which indicate that all the exogenous variables in the structural model are not related to the indicator of the other exogenous variables.

Variable	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement		1.201		
Employee Retention				
Job Satisfaction		1.160		
Supervisor Support		1.223		

Table 4.11: Inner Variance Inflation Factor Values

The detail of the significant results of the structural model is shown in the Table 4.12 where exogenous variables of employee retention namely employee engagement, supervisor support, and job satisfaction are determined.

Relationship	Path Coefficient	t-Values	p-Values	95% Confidence Intervals	Significant Levels
JS -> ER	0.080	1.241	0.108	[-0.027, 0.217]	Not Significant
EE -> ER	-0.308	3.861	0	[-0.407, -0.173]	Significant
SS -> ER	-0.324	3.532	0	[-0.422, -0.154]	Significant

Table 4.12: Significant Testing Results of the Structural Model.

The path coefficient for the hypotheses of the link of exogenous variable job satisfaction on endogenous variable employee retention is 0.080. The t value for the hypothesis of the link of exogenous variable job satisfaction on endogenous variable employee retention is 1.241. The p-value for the hypothesis of the relationship of exogenous variable job satisfaction on endogenous variable employee retention is 0.108. The t-value is less than 1.96 while the p-value is more than 0.05 which indicate that the hypothesis is not valid (Hair et al., 2017, p.206). Job satisfaction will not lead to employee retention. Hypothesis one is job satisfaction has a significant relationship with employee retention in the land public transport industry of Malaysia. Hypothesis one is rejected.

The path coefficient for the hypothesis of the link of exogenous variable employee engagement on endogenous variable employee retention is -0.308. The t value for the hypothesis of the link of exogenous variable employee engagement on endogenous variable employee retention is 3.861. The p-value for the hypothesis of the influence of employee engagement on employee retention is 0.000. The t-value is more than 1.96 while the p-value is smaller than 0.05 which indicate that the hypothesis is valid (Hair et al., 2017, p.206). Exogenous variable employee engagement has an influence on endogenous variable employee retention. Hypothesis two is employee engagement has a significant relationship with employee retention in the land public transport industry of Malaysia. Hypothesis two is accepted.

The path coefficient for the hypothesis of the link of exogenous variable supervisor support on endogenous variable employee retention is -0.324. The t value for the hypothesis of the link of exogenous variable employee engagement on endogenous variable employee retention is 3.532. The p-value for the hypothesis of the link of supervisor support on endogenous variable employee retention is 0.000. The t-value is more than 1.96 while the p-value is less than 0.05 which indicate that the hypothesis is valid (Hair et al., 2017, p.206). Supervisor Support has an influence on employee retention. Hypothesis three is supervisor support has a significant relationship with employee retention in the land public transport industry of Malaysia. Hypothesis three is accepted.

Variable	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement		0.114		
Employee Retention				
Job Satisfaction		0.008		
Supervisor Support		0.125		

Table 4.13: Effect Size  $f^2$

$f^2$  is used to find the effect size to  $R^2$  which is the coefficient of determination. When  $f^2$  is 0.02, 0.15 and 0.35, it means the exogenous variable has small effect size, medium effect size and substantial effect size to the endogenous variable respectively (Hair et al., 2017, p. 211).  $f^2$  value of exogenous variable job satisfaction on endogenous variable employee retention is 0.008. Job satisfaction has a small effect on employee retention.  $f^2$  value of exogenous variable employee engagement on endogenous variable employee retention is 0.114.  $f^2$  value of exogenous variable supervisor support on endogenous variable employee retention is 0.125. Employee engagement and supervisor support have  $f^2$  values that are less than 0.15 which mean the variables have small effect on employee retention.



Endogenous Variable	R <sup>2</sup> Value	Q <sup>2</sup> Value
Employee Retention	0.310	0.137

Table 4.14: R<sup>2</sup> and Q<sup>2</sup> value.

Q<sup>2</sup> is determined through Stone Geisser Q<sup>2</sup> Predictive relevance. The Q<sup>2</sup> value that is larger than 0 indicates that the exogenous construct has predictive relevance for the endogenous construct (Geisser, 1974; Hair et al., 2017, 212; Stone, 1974). The R<sup>2</sup> value of employee retention is 0.310 which means that the reliability of this study is 31.0 % base on the structural model. The Q<sup>2</sup> value is 0.137 which is greater than 0 that indicates that this model has a predictive correlation (Geisser, 1974).

#### 4.4 Demographic Analysis

In this part of the chapter includes the use of SPSS software for demographic analysis of the respondents.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	85	85.9	85.9	85.9
Female	14	14.1	14.1	100.0
Total	99	100.0	100.0	

Table 4.15: The Gender of Respondents

There are 85 male respondents in this study for the preliminary test. The male respondents carried 85.9 percentage out of the total number of respondent in this study for the preliminary test. Besides that, there are 14 female respondents for a preliminary test. The female respondents carried 14.1 percentage out of the total number of respondent in this study for the preliminary test

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	5	5.1	5.1	5.1
	31-40	3	3.0	3.0	8.1
	41-50	6	6.1	6.1	14.1
	51-60	51	51.5	51.5	65.7
	>60	34	34.3	34.3	100.0
	Total	99	100.0	100.0	

Table 4.16: The Age of Respondents

There are 5 respondents from the age of 21-30 which carried 5.1 percentages out of the total number of respondents in this study for the preliminary test. There are 3 respondents from the age of 31 to 40 which carried 3 percentages out of the total number of employees who answer the questionnaire in this study for the preliminary test. There are 6 respondents from the age of 41 to 50 which carried 6 percentages out of the total number of respondents in this study for the preliminary test. There are 51 respondents from the age of 51 to 60 which carried 51.5 percentages out of the total number of employees who answer the questionnaire in this study for the preliminary test. There are 34 respondents from the age above 60 which carried 34.3 percentages out of the total number of respondents in this study for the preliminary test.

#### **4.5 Key Findings**

Smart PLS software is used to analyze the structural model and measurement model in this research. The outer loadings that are lower than 0.7 are deleted in the analysis process to ensure that the reliability and the validity test in the pilot test are all met. Hypothesis one is job satisfaction has a significant relationship with employee retention in the land public transport industry of Malaysia. Hypothesis one is rejected. Hypothesis two is employee engagement has a significant relationship with employee retention in the land public transport industry of Malaysia. Hypothesis two is accepted. Hypothesis three is supervisor support has a significant relationship with employee retention in the land public transport industry of Malaysia. Hypothesis three is accepted.

#### **4.6 Conclusion**

In a nutshell, Smart PLS software is used for the pilot test and preliminary test of the questionnaire in chapter 4. The reliability and model effectiveness in the pilot test are confirmed through internal consistency, indicator reliability, convergent validity, and discriminant validity. Variance Inflation Factor, significant testing,  $f^2$ ,  $R^2$  and  $Q^2$  are used to evaluate the data in the preliminary test.

## **CHAPTER 5: CONCLUSION AND RECOMMENDATION**

### **5.0 Overview**

The study finding, the contribution to academia, the contribution to the industry, the research limitations and the future research priorities will be discussed in chapter 5. The last part of the chapter includes the recommendation and personal reflections.

### **5.1 Finding and Discussion**

The data analysis in chapter 4 shows that there are two hypotheses out of three hypotheses are accepted. Hypothesis one is job satisfaction has a significant relationship with employee retention in the public transport industry of Malaysia. According to the data analysis in chapter 4, hypothesis one is rejected. Hypothesis two is employee engagement has a significant relationship with employee retention in the public transport industry of Malaysia. According to the data analysis in chapter 4, hypothesis two is accepted. Hypothesis three is supervisor support has a significant relationship with employee retention in the public transport industry of Malaysia. According to the data analysis in chapter 4, hypothesis three is accepted.

Hypothesis two assumes that there is a significant relationship between employee engagement and employee retention in public transport industry of Malaysia. Base on social exchange theory, positive attitudes will be reciprocated by the employee such as engagement when the reward offered by the organization (Yalabik et al., 2017). The employee will generate influencing outcome such as engagement in the exchange with organizational reward base on social exchange theory (Yin, 2018). Employee engagement will influence employee retention.

Hypothesis three assumes that there is a significant relationship between supervisor support and employee retention in public transport industry of Malaysia. Base on social exchange theory, the employee will tend to repay their supervisor as they felt emotionally connected which are the reciprocal relationship that is created by high supervisor support (Jose and Mampilly, 2015). When employee love and statue from the supervisor, it will trigger employees' behavior to work to the extent of the agreed formal job description (Lemmon et al., 2016). Supervisor support will influence employee retention.

Hypothesis one assumes that there is a significant relationship between job satisfaction and employee retention in public transport industry of Malaysia. However, hypothesis 1 is rejected in this research which indicates that exogenous variable job satisfaction will not influence endogenous variable employee retention in public transport industry of Malaysia. The employees do not care about their job satisfaction as long as they get paid.

## **5.2 Contribution**

Contribution to academia and contribution to industry are included in this part.

### **5.2.1 Contribution to Academia**

Previous researchers (Agarwal and Gupta, 2018; Kim, 2017; Oliveira and Rocha, 2017) have studied the link between exogenous variable employee engagement on endogenous variable employee retention. The link between exogenous variable supervisor support on endogenous variable employee retention have been studied by the previous researchers (Arici, 2018; Bibi et al., 2018; Fazio et al., 2017). Previous studies (Chen et al., 2015; Chung et al, 2017; Zhao et al., 2018) have identified the relationship between exogenous variable job satisfaction and endogenous variable employee retention.

However, there is only a few researches done on the relationship between the three exogenous variables namely employee engagement, supervisor support and job satisfaction on endogenous variable employee retention in the context of Malaysia. The lack of literature about staff engagement, supervisor support and job satisfaction on staff retention in public industry of Malaysia can be supplement through this research.

### **5.2.2 Contribution to Industry**

The mobility of key employee will erode competitive advantage through relationship transfer facilitation and inter-firm knowledge facilitation (Raffiee, 2017). When a single employee resigns, a turnover spiral will occur as it will inspire another employee to quit (Lee et al., 2018). This research is helpful to better analyze the link of exogenous variables supervisor support, employee engagement, and job satisfaction on endogenous variable employee retention in public industry of Malaysia. According to the survey results, the biggest impact on employee retention is staff engagement and supervisor support. The finding of this research are helpful for management in land public transport industry of Malaysia to take suitable actions to encourage employees to stay in the land public transport industry according to the survey results. Reward employee will lead to employee engagement according to social exchange theory (Yalabik et al., 2017). Employee engagement will lead to employee retention. It will trigger employees' behavior to work more than the formal job description when employee love and statue from the supervisor (Lemmon et al., 2016). Supervisor support will lead to employee retention.

### **5.3 Limitation of Study**

In this part of the research consist of a scope limitation. Besides that, in this part of the study consist of a research limitation.

### **5.3.1 Scope Limitation**

The scope of this study is employee retention in land public transport industry of Malaysia. The subjects of this study are employees in land public transport industry of Malaysia. Through the investigation on the employee retention land public industry of Malaysia, the author of this study found out the reason for employee retention and suggestions are given.

### **5.3.2 Limitations of Research**

There are some fallbacks to this study. Quantitative questionnaire method is chosen as the method to collect data. The different respondents will have a different understanding of the rating category as some respondents prefer extreme score such as strongly agree or strongly disagree. Some respondent might answer the questionnaire without thinking. The scope of this study is the land public transport industry in Malaysia. The analysis results are unable to represent the factors of employee retention for the whole of Malaysia. Besides that, time constraint in this study will lead to a lack of specific analysis and insufficient comprehensive selection of samples.

### **5.4 Future Direction of Research**

In this study, there are three exogenous variables of employee retention namely supervisor support, job satisfaction, and employee engagement. The study accuracy can be increased by adding other intermediate variables such as motivation, reward, and organizational support to evaluate the reasons for employee retention in a broader view in the context of land public transport industry of Malaysia.

The wider area of the target population can be carried for future research such as a study in the context of Thailand, Malaysia, and Singapore. The number of questionnaires shall be increased to increase the accuracy of the study. Besides that, future researchers shall study the link of exogenous variables employee engagement, supervisor support and job satisfaction on endogenous variable employee retention in other industries that have never been studied before. Moreover, future researchers can change the data collection method from the online questionnaires collection to interview to have a better understanding of employee retention in land public transport industry of Malaysia.

## **5.5 Conclusion**

In a nutshell, there are five chapters included in this study namely introduction, literature review, research methods, research finding, conclusion, and recommendations. The aim of this research is to research whether exogenous variables employee engagement, supervisor support, and job satisfaction have an influence on endogenous variable employee retention in public transport industry of Malaysia. The analysis of the three retention factors namely employee engagement, supervisor support, and job satisfaction can help management in public transport industry to understand the reason for employee retention in public transport industry of Malaysia.

The target population is investigated through convenient sampling method through a quantitative questionnaire survey. The pilot test, preliminary test, and hypotheses testing are done through smart PLS software. The results of this study show that employee engagement and supervisor support will influence employee retention while job satisfaction will not influence employee retention.



## 5.6 Recommendations

The result of this study shows that employee engagement will influence employee retention. Employee engagement will influence the organization and individual productivity and performance which make employee engagement important (Amah and Sese, 2018). Employee engagement is able to create competitive performance and profitability which make employee engagement important (Shirin and Kleyn, 2017). Network development and transformation are able to be used to improve employee engagement (Cross et al., 2018). Employee engagement is able to be improved through perceived organizational support (Meintjes and Hofmeyr, 2018). In summary, employee engagement is important where network development, transformation, and perceived organizational support able to be implement to improve employee engagement.

The finding of this research shows that exogenous variable supervisor support will influence employee retention. Supervisor support can be used as a socialization tactic through motivating feedback seeking which makes supervisor support important (Beenen et al., 2017). The employee that deal with high self-reported work stress and burnout-depression link can be resolved through supervisor support as supervisor support is an important resource to deal with these problems (Weigl et al., 2016). Job design aligned with leadership training able to improved supervisor support (Tafvelin et al., 2019). High levels of social support with direct assistance and advice from their supervisors able to improve supervisor support (Mushtaq et al., 2017). In summary, supervisor support is important where job design aligned with leadership training and high levels of social support are able to improve supervisor support.

## 5.7 Personal Reflection

I have improved my ability to use the internet for information. I have learned how to search information for literature review through the University Hertfordshire study net, google scholar, and INTI Intentional University online library. I have learned how to use statistical software such as Smart PLS and SPSS through Youtube.

I have learned how to use Smart PLS software and SPSS software to analyze data. It is important to know how to use statistical software to analyze data accurately. Data analysis from the collected data is a critical issue in order to get accurate research result.

I have improved my time management skill. There is limited time provides in this study. It is important to use time wisely as time arrangement will have a big influence on finishing the project on time. Time arrangement to meet with the supervisor on the project progress enable the student to make a better improvement.

I have learned on staff retention in land public transport industry of Malaysia. I have learned the relationship between exogenous variables employee engagement, supervisor support and job satisfaction on endogenous variable employee retention. I have learned to design the questionnaire for a quantitative method. I have learned how to distribute questionnaires and communicate with the respondents in order to complete the questionnaires. This study helps me to understand more on land public transport industry of Malaysia and the working statue of the employees in this industry.

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**Appendix 1: MBA Project Log****PROJECT PAPER LOG**

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.

<b>Student Name:</b>	<b>Tan Chow Yong</b>
<b>Supervisor's Name:</b>	<b>Dr. Syarifah Mastura</b>
<b>Protocol Number:</b>	<b>cBUS/PGT/CP/04102</b>
<b>Dissertation Topic: The Study on Employee Engagement, Supervisor Support, Job Satisfaction and Employee Retention in Public Transport Industry of Malaysia.</b>	

## Section A. Monitoring Student Dissertation Process

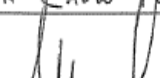
The plan below is to be agreed between the student & supervisor and will be monitored against progress made at each session.

Activity	Milestone/Deliverable Date			
Review Chapter 1-3 and confirm the conceptual framework	29/1			
Modify Chapter 1-3		26/2		
Done Chapter 1-3		5/3		
Review presentation slides for proposal		19/3		
Proposal presentation		25/3		
Draft questionnaire		27/3		
Modify the questionnaire		4/3		
Showing data and start Chapter 4-5			11/4	
Done Chapter 4-5			18/4	
Final Viva & modify Chapter 1-5				19/4

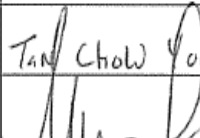
## Section B: Record of Meetings

The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded.

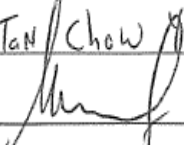
**Meeting 1**

Date of Meeting	5 December 2018
Progress Made	Do Table of Phenomenon of Interest's Journal Do Job Analysis on Article chosen
Agreed Action	As per progress
Student Signature	TAN CHOW YONG
Supervisor's Signature	

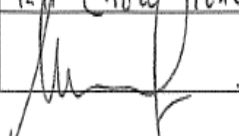
**Meeting 2**

Date of Meeting	7 January 2019
Progress Made	Write Literature Review
Agreed Action	Based on the LR guide given.
Student Signature	TAN CHOW YONG
Supervisor's Signature	

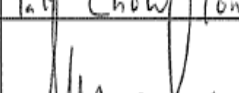
**Meeting 3**

Date of Meeting	29 January 2019
Progress Made	Create Hybridization Technique Table
Agreed Action	Good. Student understand and <del>the</del> help him doing/writing LR well
Student Signature	TAN CHOW YONG
Supervisor's Signature	

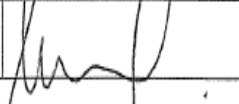
**Meeting 4**

Date of Meeting	26 February 2019
Progress Made	Write Chapter One, Two and Three
Agreed Action	Make Author part need to move <sup>the</sup> to the center of every slot in LR.
Student Signature	Tan Chow Yong
Supervisor's Signature	


**Meeting 5**

Date of Meeting	5 March 2019
Progress Made	Improve chapter one, Two and Three
Agreed Action	Better writing compare to previous.
Student Signature	Tan Chow Yong
Supervisor's Signature	

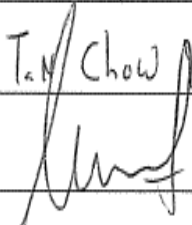
**Meeting 6**

Date of Meeting	19 MARCH 2019
Progress Made	Improve Proposal Defence Slide
Agreed Action	To add some important slide - methodology part.
Student Signature	Tan Chow Yong
Supervisor's Signature	

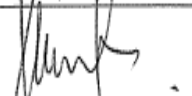
**Meeting 7**

Date of Meeting	26 March 2019
Progress Made	Improve Chapter Three
Agreed Action	OK.
Student Signature	T.N. Chow Yong G
Supervisor's Signature	

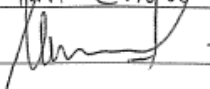
**Meeting 8**

Date of Meeting	16 April 2019
Progress Made	Review Presentation slide For VIVA
Agreed Action	To add some important and remove the one that not necessary.
Student Signature	T.N. Chow Yong G
Supervisor's Signature	

**Meeting 9**

Date of Meeting	23 April 2019
Progress Made	Improve Chapter 4 and Chapter 5
Agreed Action	To add/touch on the theory relationship in discussion part.
Student Signature	T.N. Chow Yong G
Supervisor's Signature	

**Meeting 10**

Date of Meeting	25 April 2019
Progress Made	Modify Chapter 1 to chapter 5
Agreed Action	OK.
Student Signature	T.N. Chew Yong G
Supervisor's Signature	

**Section D. Comments on Management of Project**

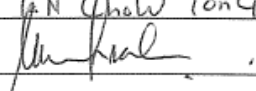
(to be completed at the end of the dissertation process)

**Student Comments**

I truly appreciate the help of my Supervisor Dr Syarifah Mastura for guiding me all this while during the period of me taking the subject of MGT7998 MBADI Project.

**Supervisor Comments**

Very hardworking, always get ready, and put effort in every worktask given to him. Highly recommended to do the doctorate study.

Signature of Student	T.N. Chew Yong G	Date	24/4/2019
Signature of Supervisor		Date	24/4/2019
Ethics Confirmed		Date	



**Appendix 2: Example of Spine and Cover of the Thesis****Example of Spine and Cover of the Thesis**

<p><b>TAN CHOW YONG</b></p> <p><b>MASTER OF BUSINESS ADMINISTRATION</b></p> <p><b>2019</b></p>	<p><b>THE STUDY ON EMPLOYEE ENGAGEMENT, SUPERVISOR SUPPORT, JOB SATISFACTION AND EMPLOYEE RETENTION IN PUBLIC TRANSPORT INDUSTRY OF MALAYSIA</b></p> <p><b>TAN CHOW YONG</b></p> <p><b>MASTER OF BUSINESS ADMINISTRATION FACULTY OF BUSINESS, COMMUNICATION &amp; LAW INTI INTERNATIONAL UNIVERSITY 2019</b></p>
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### Appendix 3: Declaration

#### Declaration

I hereby declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

Name: Tan Chow Yong

Student ID: I18014572

Protocol Number: cBUS/PGT/CP/04102

Signature: TAN CHOW YONG

Date: 2 May 2019

**Appendix 4: Title Page****Title Page****INTI INTERNATIONAL UNIVERSITY****MASTER OF BUSINESS ADMINISTRATION**

The Study on Employee Engagement, Supervisor Support, Job Satisfaction and Employee Retention in Public Transport Industry of Malaysia.

**Author: Tan Chow Yong****Student No: I18014572****Protocol Number: cBUS/PGT/CP/04102****Supervisor: Syarifah Mastura****Submission Date: 2/5/2019****Final Word Count: 15345 Words**

## Appendix 5: Initial Research Paper Proposal

**INTI International University**

**Master of Business Administration MGT7999**

### Initial Research Paper Proposal

STUDENT NAME & ID NO	Tan Chow Yong I18014572
PROTOCOL NUMBER	cBUS/PGT/CP/04102
BROAD AREA	Human Resource Management
Concise Title	The Study on Employee Engagement, Supervisor Support, Job Satisfaction and Employee Retention in Public Transport Industry of Malaysia.
Problem Definition	Lee, Hom, and Eberly et al. (2018) mention that employee turnover will lead to demoralization of remaining employees, hinder workforce diversity and reduce firm performance. employee retention is an important topic to study on because it will influence the company's annual revenue. Employee retention in the bus industry of public transport industry in Malaysia is a topic that worth to study on because public bus transport is important transportation to working-class workers. Employee retention in taxis industry of public transport industry in Malaysia is a topic worth study due to the digital ridesharing revolution that downsizing the industry.

<p>Research Objectives and Research Questions</p>	<p>RO1: To determine whether job satisfaction has a significant relationship with employee retention in the public transport industry of Malaysia.</p> <p>RO2: To determine whether employee engagement has a significant relationship with employee retention in the public transport industry of Malaysia.</p> <p>RO3: To determine whether supervisor support has a significant relationship with employee retention in the public transport industry of Malaysia.</p> <p>RQ1: Does job satisfaction has a significant relationship with employee retention in the public transport industry of Malaysia?</p> <p>RQ2: Does employee engagement has a significant relationship with employee retention in the public transport industry of Malaysia?</p> <p>RQ3: Does supervisor support has a significant relationship with employee retention in the public transport industry of Malaysia?</p>
<p>Scope of Study</p>	<p>The scope of this study is the employee retention in land public transport industry of Malaysia. Through the investigation on the employee retention of land public transport industry, the author finds out the reasons of the employees' retention related to the employee engagement and supervisor support and puts forward some suggestions.</p>

Significance of the Research	<p>Significance to Academia:</p> <p>There is limited research done on the relationship between employee engagement, supervisor support and job satisfaction on employee retention in the context of Malaysia. The lack of literature about employee engagement, supervisor support and job satisfaction on employee retention in land public industry of Malaysia can be supplement through this study.</p> <p>Significance to Industry:</p> <p>The mobility of key employee will erode competitive advantage through relationship transfer facilitation and inter-firm knowledge facilitation (Raffiee, 2017). When a single employee resigns, a turnover spiral will occur as it will inspire another employee to quit (Lee et al., 2018). This study is helpful to better analyze the influence of supervisor support, employee engagement, and job satisfaction on employee retention in land public industry of Malaysia. According to the survey results, the biggest impact on employee retention is employee engagement and supervisor support. The results of this study are helpful for management in land public transport industry of Malaysia to take appropriate actions to motivate employees to stay in the land public transport industry according to the survey results.</p>
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<b>Literature Review</b>	<p>Employee retention is defined as the practices and policies that organizations use to avoid valuable employees from leaving the job where employee retention involves the step of encouragement taken by the organization to make employee stay in the company for a maximum period of time (Baharin and Hanafi, 2018). Employee retention is important because the mobility of key employee will erode competitive advantage through inter-firm knowledge facilitation and relationship transfer facilitation (Raffiee, 2017).</p> <p>Supervisor support is defined as the degree to which employees believe that the supervisor cares about the employee's well-being and the employees' contribution (Kurtessis, Eisenberger and Ford et al., 2017). Supervisor support is important because it can be used as a proactive socialization tactic by motivating feedback seeking (Beenen, Pichler, and Levy, 2017).</p> <p>Employee engagement is defined as the degree of emotional bonding a worker has to his or her workplace and ardent about his or her work (Jindal, Shaikh, and Shashank, 2017). Employee engagement is important because it has a positive influence on organizational and individual productivity and performance (Amah and Sese, 2018).</p> <p>Job satisfaction is defined as the extent to which the individual evaluates his or her job experience in a positive way (Yang, 2016). Job satisfaction is important because by having the knowledge to predict job satisfaction the owner of an organization and management staff able to shape the work environment where the precious, capable, and loyal able to stay in an organization (Wnuck, 2017).</p>
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<b>Research Methodology</b>	<p><b>Research Design:</b> This research is a cross-sectional study Methodology using quantitative methods based on descriptive research.</p> <p><b>Unit of Analysis:</b> Individual of employee retention in land public transport industry of Malaysia.</p> <p><b>Sample Size:</b> 160 employees in land public transport industry of Malaysia.</p> <p><b>Sampling Procedure:</b> Non-probability sampling (convenience sampling)</p> <p><b>Data Collection Method:</b> Online Questionnaire.</p> <p><b>Questionnaire Design:</b> The questionnaire is divided into three parts. The first part is the exogenous variables related questions, with 13 questions in total and the degree of use. 1 represents "strongly disagree" and 5 represents "strongly agree". The second part is the endogenous variable part. There are 3 questions in total for endogenous. The third part is the demographic part which consist of two questions.</p>
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## Appendix 6: Questionnaire

Dear Respondents,

Thank you for agreeing to respond to this questionnaire. I am a Master Business Administration student at INTI International University. This survey is being conducted to examine the relationship of employee engagement, supervisor support and job satisfaction on employee retention. It will take only 5 minutes of your time. The questionnaire is anonymous. All data is used for statistical analysis only. Please feel free to participate. There are no right or wrong points in the question selection. Please fill in according to the best of your knowledge. Thank you for your help.

Your Sincerely,  
Tan Chow Yong

I hereby freely agree to take part in the study entitled The Study on Employee Engagement, Supervisor Support, Job Satisfaction and Employee Retention in Land Public Transport Industry of Malaysia. (UH Protocol number cBUS/PGT/CP/04102)

1 I confirm that I have been given a Participant Information Sheet (a copy of which is attached to this form) giving particulars of the study, including its aim(s), methods and design, the names and contact details of key people and, as appropriate, the risks and potential benefits, how the information collected will be stored and for how long, and any plans for follow-up studies that might involve further approaches to participants. I have also been informed of how my personal information on this form will be stored and for how long. I have been given details of my involvement in the study. I have been told that in the event of any significant change to the aim(s) or design of the study I will be informed and asked to renew my consent to participate in it.

2 I have been assured that I may withdraw from the study at any time without disadvantage or having to give a reason.

3 I have been told how information relating to me (data obtained in the course of the study, and data provided by me about myself) will be handled: how it will be kept secure, who will have access to it, and how it will or may be used.

4 I understand that my participation in this study may reveal findings that could indicate that I might require medical advice. If, during the study, evidence comes to light that I may have a pre-existing medical condition that may put others at risk, I understand that the University will refer me to the appropriate authorities and that I will not be allowed to take any further part in the study.

5 I understand that if there is any revelation of unlawful activity or any indication of non-medical circumstances that would or has put others at risk, the University may refer the matter to the appropriate authorities.

6 I have been told that I may at some time in the future be contacted again in connection with this or another study.

Do you agree to do the questionnaire and have the result recorded and used in the author's project?

Yes

No

Section A: Below are a number of statements regarding supervisor support, job satisfaction and employee engagement. Please read each one and indicate what extent you agree or disagree with each statement.

1. My supervisor cares about my opinion.

Strongly Disagree 1      2      3      4      5      Strongly Agree

2. My work supervisor really cares about my well-being.

Strongly Disagree 1      2      3      4      5      Strongly Agree

3. My supervisor strongly considers my goals and values.

Strongly Disagree 1      2      3      4      5      Strongly Agree

4. My supervisor shows concern for me.

Strongly Disagree 1      2      3      4      5      Strongly Agree

5. I find real enjoyment in my job.

Strongly Disagree 1      2      3      4      5      Strongly Agree

6. I like my job better than the average person.

Strongly Disagree 1      2      3      4      5      Strongly Agree

7. Most days I am enthusiastic about my job.

Strongly Disagree 1      2      3      4      5      Strongly Agree

8. I feel fairly well satisfied with my job.

Strongly Disagree 1      2      3      4      5      Strongly Agree

9. The goals of my organization make me feel that my job is important.

Strongly Disagree 1      2      3      4      5      Strongly Agree

10. I am committed to this organization.

Strongly Disagree 1      2      3      4      5      Strongly Agree

11. My opinions are listened to by my bosses at work.

Strongly Disagree 1      2      3      4      5      Strongly Agree

12. I am enthusiastic about the job I do.

Strongly Disagree 1      2      3      4      5      Strongly Agree

13. At work, I am prepared to work hard, even when things do not go well.

Strongly Disagree 1      2      3      4      5      Strongly Agree

Section B: Below are a number of statements regarding employee retention. Please read each one and indicate what extent you agree or disagree with each statement.

1. I plan to stay for more than one year with the present organization.

Strongly Disagree 1      2      3      4      5      Strongly Agree

2. I feel I can contribute to the organization other than my work.

Strongly Disagree 1      2      3      4      5      Strongly Agree

3. I am satisfied with my present job.

Strongly Disagree 1      2      3      4      5      Strongly Agree

Section C: Below are a number of statements regarding demographics. Please read each one and fill up the demographic that suit you.

1. Your age

- 21~30
- 31~40
- 41~50
- 51~60
- Over 60

2. Gender

- Male
- Female

## Appendix 7: UH Ethics Confirmation and Notification



SOCIAL SCIENCES, ARTS AND HUMANITIES ECDA

### ETHICS APPROVAL NOTIFICATION

TO Tan Chow Yong  
 CC Dr. Syarifah Mastura B. Syed Abu Bakar  
 FROM Dr Tim Parke, Social Sciences, Arts and Humanities ECDA Chair  
 DATE 16/04/2019

---

Protocol number: cBUS/PGT/CP/04102  
 Title of study: The Study on Employee Engagement, Supervisor Support, Job Satisfaction and Employee Retention in Public Transport Industry of Malaysia.

Your application for ethics approval has been accepted and approved with the following conditions by the ECDA for your School and includes work undertaken for this study by the named additional workers below:

#### Approval Conditions:

The supervisor must see and approve the survey prior to recruitment and data collection.

#### This approval is valid:

From: 16/04/2019

To: 03/05/2019

Additional workers: no additional workers named

#### Please note:

Your application has been conditionally approved. You must ensure that you comply with the conditions noted above as you undertake your research. You are required to complete and submit an EC7 Protocol Monitoring Form once this study is complete, available via the Ethics Approval StudyNet Site via the 'Application Forms' page <http://www.studynet1.herts.ac.uk/ptl/common/ethics.nsf/Teaching+Documents?Openview&count=9999&restrictcategory=Application+Forms>

If your research involves invasive procedures you are required to complete and submit an EC7 Protocol Monitoring Form, and your completed consent paperwork to this ECDA once your study is complete.

Failure to comply with the conditions will be considered a breach of protocol and may result in disciplinary action which could include academic penalties. Additional documentation requested as a condition of this approval protocol may be submitted via

your supervisor to the Ethics Clerks as it becomes available. All documentation relating to this study, including the information/documents noted in the conditions above, must be available for your supervisor at the time of submitting your work so that they are able to confirm that you have complied with this protocol.

Any necessary permissions for the use of premises/location and accessing participants for your study must be obtained in writing prior to any data collection commencing. Failure to obtain adequate permissions may be considered a breach of this protocol.

Approval applies specifically to the research study/methodology and timings as detailed in your Form EC1A. Should you amend any aspect of your research, or wish to apply for an extension to your study, you will need your supervisor's approval (if you are a student) and must complete and submit form EC2. In cases where the amendments to the original study are deemed to be substantial, a new Form EC1A may need to be completed prior to the study being undertaken.

Should adverse circumstances arise during this study such as physical reaction/harm, mental/emotional harm, intrusion of privacy or breach of confidentiality this must be reported to the approving Committee immediately. Failure to report adverse circumstance/s would be considered misconduct.

Ensure you quote the UH protocol number and the name of the approving Committee on all paperwork, including recruitment advertisements/online requests, for this study.

Students must include this Approval Notification with their submission.

UNIVERSITY OF HERTFORDSHIRE

## FORM EC1A: APPLICATION FOR ETHICS APPROVAL OF A STUDY INVOLVING HUMAN PARTICIPANTS (Individual or Group Applications)

Please complete this form if you wish to undertake a study involving human participants.

Applicants are advised to refer to the Ethics Approval StudyNet Site and read the Guidance Notes (GN) before completing this form.

<http://www.studynet2.herts.ac.uk/ptl/common/ethics.nsf/Homepage?ReadForm>

Applicants are also advised to read the FAQ General Data Protection Regulation (GDPR) before completing this form.

<http://www.studynet2.herts.ac.uk/ptl/common/ethics.nsf/Frequently+Asked+Questions/4AD88CD88D0F3F2D8025829800300621>

Use of this form is mandatory [see UPR RE01, 'Studies Involving Human Participants', Sections 7.1-7.3]

Approval must be sought **and granted** before any investigation involving human participants begins [UPR RE01, S 4.4 (iii)]

If you require any further guidance, please contact either [hsetecda@herts.ac.uk](mailto:hsetecda@herts.ac.uk) or [ssahecda@herts.ac.uk](mailto:ssahecda@herts.ac.uk)

Abbreviations: GN = Guidance Notes UPR = University Policies and Regulations

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### THE STUDY

Q1 Please give the title of the proposed study

The Study on Employee Engagement, Supervisor Support, Job Satisfaction and Employee Retention in Public Transport Industry of Malaysia.

### THE APPLICANT

Q2 Name of applicant/(principal) investigator (person undertaking this study)

Tan Chow Yong

Student registration number/Staff number

I18014572

Email address

I18014572@student.newinti.edu.my

Status:

Undergraduate (Foundation)

Undergraduate (BSc, BA)

Postgraduate (taught)

Postgraduate (research)

Staff

Other



If other, please provide details here:

School/Department:

Faculty of Business, Communications and Law

If application is from a student NOT based at University of Hertfordshire, please give the name of the partner institution: INTI International University

Name of Programme (eg BSc (Hons) Computer Science): Master of Business Administration

Module name and module code: MBA Project MGT7998

Name of Supervisor: Dr. Syarifah Mastura Bt. Syed Abu Bakar

Supervisor's email: syarifahmas.bakar@newinti.edu.my

Name of Module Leader if applicant is undertaking a taught programme/module:

Dr, Syriac Nellikunnel

Names and student/staff numbers for any additional investigators involved in this study (students should read GN Sections 1.5 and 2.2.1 concerning responsibilities of all members of the group)

N/A

Is this study being conducted in collaboration with another university or institution and/or does it involve working with colleagues from another institution?

Yes

No

If yes, provide details here:

## DETAILS OF THE PROPOSED STUDY

Q3 Please give a short synopsis of your proposed study, stating its aims and highlighting where these aims relate to the use of human participants (See GN 2.2.3)

It is important to study employee retention as it will influence the company annual revenue. Previous study shows that there is an increment of the needs of land public transport in Malaysia. The objective of the study is to investigate whether there is a positive relationship between retention factors and employee retention in the land public transport industry of Malaysia. The retention factors are job satisfaction, employee engagement and supervisor support in this study.

- Q4** Please give a brief explanation of the design of the study and the methods and procedures used. You should clearly state the nature of the involvement the human participants will have in your proposed study and the extent of their commitment. Ensure you provide sufficient detail for the Committee to, particularly in relation to the human participants. Refer to any Standard Operating Procedures SOPs under which you are operating here. (See GN 2.2.4).

This study will focus on three employee retention factors namely supervisor support, employee engagement and job satisfaction that influence on employee retention in land public transport industry of Malaysia. About 159 sample sizes will be collected from self-administered questionnaire which will be distributed online to the employees in land public transport industry of Malaysia. The results of this proposed study will be analyzed using SMART PLS software and managerial recommendations will be provided based on the results.

- Q5** Does the study involve the administration of substances?

Yes  No

**PLEASE NOTE: If you have answered yes to this question you must ensure that the study would not be considered a clinical trial of an investigational medical product. To help you, please refer to the link below from the Medicines and Healthcare Products Regulatory Agency:**

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/317952/Algothrim.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/317952/Algothrim.pdf)

To help you determine whether NHS REC approval is required, you may wish to consult the Health Research Authority (HRA) decision tool: <http://www.hra-decisiontools.org.uk/ethics/>

If your study is considered a clinical trial and it is decided that ethical approval will be sought from the HRA, please stop completing this form and use Form EC1D, 'NHS Protocol Registration Request'; you should also seek guidance from Research Sponsorship.

I confirm that I have referred to the Medicines and Healthcare Products Regulatory Agency information and confirm that that my study is not considered a clinical trial of a medicinal product.

Please type your name here:

Date:

- Q6.1** Please give the starting date for your recruitment and data collection: **Upon approval from UH**

- Q6.2** Please give the finishing date for your data collection: **3 May 2019**  
(For meaning of 'starting date' and 'finishing date', see GN 2.2.6)

- Q7.1** Where will the study take place?

**Online**

Please refer to the Guidance Notes (GN 2.2.7) which set out clearly what permissions are required;

**Please tick all the statements below which apply to this study**

- Q7.2** **Permissions**

This question is about two types of permission you may need to obtain. Depending on the study you may need more than one of each of these:

- i Permission to access a particular group or groups of participants to respond to your study
- ii Permission to use a particular premises or location in which you wish to conduct your study

**If your study involves minors/vulnerable participants, please refer to Q18 to ensure you comply with the University's requirement regarding Disclosure and Barring Service clearance.**

## TICK THE APPROPRIATE BOXES IN EACH COLUMN

(tick)	(i) Permission to access participants	(tick)	(ii) Permission to use premises/location
	I confirm that I have obtained permission to access my intended group of participants and that the permission is attached to this application		Permission has been obtained to carry out the study on University premises in areas outside the Schools and the agreement is attached to this application.
✓	I have yet to obtain permission but I understand that this will be necessary before I commence my study. <u>For student applicants only</u> : I understand that the original copies of the permission letters must be verified by my supervisor before data collection commences		Permission has been obtained from an off-campus location to carry out the study on their premises and the agreement is attached to this application
	This study involves working with minors/vulnerable participants. I/we have obtained permission from the organisation (including UH/UH Partner Institutions when appropriate) in which the study is to take place and which is responsible for the minors/vulnerable participants. The permission states the DBS requirements of the organisation for this study and confirms I/we have satisfied their DBS requirements where necessary		I have yet to obtain permission but I understand that this will be necessary before I commence my study. <u>For student applicants only</u> : I understand that the original copies of the permission must be verified by my supervisor before data collection commences
	Permission is not required for my study. <b>Please explain why:</b>	✓	Permission is not required for my study. <b>Please explain why:</b> The study is conducted online, no permission to access premises/location is needed.

## HARMS, HAZARDS AND RISKS

Q8.1 It might be appropriate to conduct a risk assessment (in respect of the hazards/risks affecting both the participants and/or investigators). **Please use form EC5, Harms, Hazards and Risks, if the answer to any of the questions below is 'yes'.**

If you are required to complete and submit a School-specific risk assessment (in accordance with the requirements of the originating School) it is acceptable to make a cross-reference from this document to Form EC5 in order not to have to repeat the information twice.

## Will this study involve any of the following?

Invasive Procedures/administration of any substance/s?  YES  NO

## IF 'YES' TO THE ABOVE PLEASE COMPLETE EC1 APPENDIX 1 AS WELL AND INCLUDE IT WITH YOUR APPLICATION

Are there potential hazards to participant/investigator(s) from the proposed study? (Physical/Emotional or other non-physical harm)  YES  NO

Will or could aftercare and/or support be needed by participants?  YES  NO

Q8.2 Is the study being conducted off-campus (i.e. not at UH/UH Partner?)  YES  NO

It might be appropriate to conduct a risk assessment of the proposed location for your study (in respect of the hazards/risks affecting both the participants and/or investigators) (this might be relevant for on-campus locations as well). Please use Form EC5 and, if required, a School-specific risk assessment (See GN 2.2.8 of the Guidance Notes).

If you do not consider it necessary to submit a risk assessment, please give your reasons:

This research is voluntarily basis and fully online. Respondents are not force to fill up the questionnaire. Therefore, risk assessment is not necessary in this research.

## ABOUT YOUR PARTICIPANTS

- Q9 Please give a brief description of the kind of people you hope/intend to have as participants, for instance, a sample of the general population, University students, people affected by a particular medical condition, children within a given age group, employees of a particular firm, people who support a particular political party, and state whether there are any upper or lower age restrictions.

Employees in Land Public Transport Industry of Malaysia.

- Q10 Please state here the maximum number of participants you hope will participate in your study. Please indicate the maximum numbers of participants for **each** method of data collection.

159

- Q11 By completing this form, you are indicating that you are reasonably sure that you will be successful in obtaining the number of participants which you hope/intend to recruit. Please outline here your recruitment (sampling) method and how you will advertise your study. (See GN 2.2.9).

Non-probability method with convenience sampling will be applied. Online survey will be created and the data will be collected through Facebook, WhatsApp and WeChat app. Since the research is fully done online, the respondents will receive the consent forms through online survey form where they need to click agree to participant before they can answer the questionnaire.

## CONFIDENTIALITY AND CONSENT

(For guidance on issues relating to consent, see GN 2.2.10, GN 3.1 and UPR RE01, SS 2.3 and 2.4 and the Ethics Approval StudyNet Site FAQs)

- Q12 How will you obtain consent from the participants? Please explain the consent process for each method of data collection identified in Q4

Express/explicit consent using an EC3 Consent Form and an EC6 Participant Information Sheet (or equivalent documentation)

Implied consent (participant information will be provided, for example, at the start of the questionnaire/survey etc)

Consent by proxy (for example, given by parent/guardian)

Use this space to describe how consent is to be obtained and recorded for each method of data collection. The information you give must be sufficient to enable the Committee to understand exactly what it is that prospective participants are being asked to agree to.

Data collection will take in an ethical manner in order to keep transparency and quality of the research. This include that the researcher would protect the privacy of the respondents that participated in this research and guarantee the anonymity and confidentiality of the data applied in this research. Moreover, it is required to the researcher to get in touch with the respondents in ethical manner with respect as well as the respondents' must be informed that the data collected will be used for this study only. Therefore, the respondents would be introduced with the nature of the study before filling up the questionnaire and no interference should be appeared with the collected data as it might influence the outcome of this research.

If you do not intend to obtain consent from participants please explain why it is considered unnecessary or impossible or otherwise inappropriate to seek consent.

Q13 If the participant is a minor (under 18 years of age) or is unable for any reason to give full consent on their own, state here whose consent will be obtained and how? (See especially GN 3.6 and 3.7)

Minors will not participate in the survey.

Q14.1 Will anyone other than yourself and the participants be present with you when conducting this study? (See GN 2.2.10)

YES  NO

If YES, please state the relationship between anyone else who is present other than the applicant and/or participants (eg health professional, parent/guardian of the participant).

Q14.2 Will the proposed study be conducted in private?

YES  NO

If 'No', what steps will be taken to ensure confidentiality of the participants' information. (See GN 2.2.10):

Q15.1 Are personal data of any sort (such as name, age, gender, occupation, contact details or images) to be obtained from or in respect of any participant? (See GN 2.2.11) (You will be required to adhere to the arrangements declared in this application concerning confidentiality of data and its storage. The Participant Information Sheet (Form EC6 or equivalent) must explain the arrangements clearly.)

YES  NO

If YES, give details of personal data to be gathered and indicate how it will be stored.

Gender and Age will be the personal data to be gathered from the participants. Data will be converted into the statistical database by the researcher without third party interference. Furthermore, data will be stored carefully and encrypted with a password to control the security.

Will you be making audio-visual recordings?

YES  NO

If YES, give details of the types recording to be made and indicate how they will be stored.

- Q15.2 If you have made a YES response to any part of Q15.1, please state what steps will be taken to prevent or regulate access to personal data and/or audio-visual recordings beyond the immediate investigative team, as indicated in the Participant Information Sheet.

Indicate what assurances will be given to participants about the security of, and access to, personal data and/or audio-visual recordings, as indicated in the Participant Information Sheet.

State as far as you are able to do so how long personal data and/or audio-visual recordings collected/made during the study will be retained and what arrangements have been made for its/their secure storage and destruction, as indicated in the Participant Information Sheet.

The data will be entered and saved by SMART PLS software and file recording results will be encrypted by the researcher. No one else will have any kind of access to it. The online data will be saved on the cloud, in other words safety is ensured, and no one other than the researcher would have access to the data in the cloud.

- Q15.3 Will data be anonymised prior to storage?

YES  NO

- Q16 Is it intended (or possible) that data might be used beyond the present study? (See GN 2.2.10)

YES  NO

If YES, please indicate the kind of further use that is intended (or which may be possible).

If NO, will the data be kept for a set period and then destroyed under secure conditions?

YES  NO

If NO, please explain why not:

Q17 Consent Forms: what arrangements have been made for the storage of Consent Forms and for how long?

The data would be retained for 1 year as examiners might request the data as a proof to confirm that the data is accurate and not of self-filled results.

Q18 If the activity/activities involve work with children and/or vulnerable adults satisfactory Disclosure and Barring Service (DBS) clearance may be required by investigators. You are required to check with the organisation (including UH/UH Partners where appropriate) responsible for the minors/vulnerable participants whether or not they require DBS clearance.

Any permission from the organisation confirming their approval for you to undertake the activities with the children/vulnerable group for which they are responsible should make specific reference to any DBS requirements they impose and their permission letter/email must be included with your application.

More information is available via the DBS website - <https://www.gov.uk/government/organisations/disclosure-and-barring-service>

## REWARDS

Q19.1 Are you receiving any financial or other reward connected with this study? (See GN 2.2.14 and UPR RE01, S 2.3)

YES  NO

If YES, give details here:

Q19.2 Are participants going to receive any financial or other reward connected with the study? (Please note that the University does not allow participants to be given a financial inducement.) (See UPR RE01, S 2.3)

YES  NO

If YES, provide details here:

Q19.3 Will anybody else (including any other members of the investigative team) receive any financial or other reward connected with this study?

YES  NO

If YES, provide details here:

---

## OTHER RELEVANT MATTERS

Q20 Enter here anything else you want to say in support of your application, or which you believe may assist the Committee in reaching its decision

### DOCUMENTS TO BE ATTACHED

Please indicate below which documents are attached to this application:

- Permission to access groups of participants from student body
- Permission to use University premises beyond areas of School
- Permission from off-campus location(s) to be used to conduct this study
- Form EC5 (Harms, Hazards and Risks: assessment and mitigation)
- Consent Form (See Form EC3/EC4)
- Form EC6 (Participant Info Sheet)
- A copy of the proposed questionnaire and/or interview schedule (if appropriate for this study). For unstructured methods, please provide details of the subject areas that will be covered and any boundaries that have been agreed with your Supervisor

## DECLARATIONS

### 1 DECLARATION BY APPLICANT

- 1.1 I undertake, to the best of my ability, to abide by UPR RE01, 'Studies Involving the Use of Human Participants', in carrying out the study.
- 1.2 I undertake to explain the nature of the study and all possible risks to potential participants,
- 1.3 Data relating to participants will be handled with great care. No data relating to named or identifiable participants will be passed on to others without the written consent of the participants concerned, unless they have already consented to such sharing of data when they agreed to take part in the study.
- 1.4 All participants will be informed (a) that they are not obliged to take part in the study, and (b) that they may withdraw at any time without disadvantage or having to give a reason.
- (NOTE: Where the participant is a minor or is otherwise unable, for any reason, to give full consent on their own, references here to participants being given an explanation or information, or being asked to give their consent, are to be understood as referring to the person giving consent on their behalf. (See Q 12; also GN Pt. 3, and especially 3.6 & 3.7))

Enter your name here: **Tan Chow Yong**

Date **15/02/2019**

---

### 2 GROUP APPLICATION

(If you are making this application on behalf of a group of students/staff, please complete this section as well)



I confirm that I have agreement of the other members of the group to sign this declaration on their behalf

Enter your name here:

Date:

**DECLARATION BY SUPERVISOR** (see GN 2.1.6)

I confirm that the proposed study has been appropriately vetted within the School in respect of its aims and methods; that I have discussed this application for Ethics Committee approval with the applicant and approve its submission; that I accept responsibility for guiding the applicant so as to ensure compliance with the terms of the protocol and with any applicable ethical code(s); and that if there are conditions of the approval, they have been met.

Enter your name here: Dr. Syarifah Mastura Bt. Syed Abu Bakar      Date 15/02/2019

**UNIVERSITY OF HERTFORDSHIRE  
ETHICS COMMITTEE FOR STUDIES INVOLVING THE USE OF HUMAN PARTICIPANTS  
(‘ETHICS COMMITTEE’)**

**FORM EC3  
CONSENT FORM FOR STUDIES INVOLVING HUMAN PARTICIPANTS**

I, the undersigned

.....  
of

.....  
hereby freely agree to take part in the study entitled The Study on Employee Engagement, Supervisor Support, Job Satisfaction and Employee Retention in Public Transport Industry of Malaysia.  
.....

(UH Protocol number .....) )

**1** I confirm that I have been given a Participant Information Sheet (a copy of which is attached to this form) giving particulars of the study, including its aim(s), methods and design, the names and contact details of key people and, as appropriate, the risks and potential benefits, how the information collected will be stored and for how long, and any plans for follow-up studies that might involve further approaches to participants. I have also been informed of how my personal information on this form will be stored and for how long. I have been given details of my involvement in the study. I have been told that in the event of any significant change to the aim(s) or design of the study I will be informed, and asked to renew my consent to participate in it.

**2** I have been assured that I may withdraw from the study at any time without disadvantage or having to give a reason.

**3** In giving my consent to participate in this study, I understand that voice, video or photo-recording will take place and I have been informed of how/whether this recording will be transmitted/displayed.

**4** I have been given information about the risks of my suffering harm or adverse effects. I have been told about the aftercare and support that will be offered to me in the event of this happening, and I have been assured that all such aftercare or support would be provided at no cost to myself. In signing this consent form I accept that medical attention might be sought for me, should circumstances require this.

**5** I have been told how information relating to me (data obtained in the course of the study, and data provided by me about myself) will be handled: how it will be kept secure, who will have access to it, and how it will or may be used.

**6** I understand that my participation in this study may reveal findings that could indicate that I might require medical advice. In that event, I will be informed and advised to consult my GP. If, during the study, evidence comes to light that I may have a pre-existing medical condition that may put others at risk, I understand that the University will refer me to the appropriate authorities and that I will not be allowed to take any further part in the study.

**7** I understand that if there is any revelation of unlawful activity or any indication of non-medical circumstances that would or has put others at risk, the University may refer the matter to the appropriate authorities.

**8** I have been told that I may at some time in the future be contacted again in connection with this or another study.

Signature of participant.....Date.....

Signature of (principal)  
investigator.....Date.....

Name of (principal) investigator [ TAN CHOW YONG]

**UNIVERSITY OF HERTFORDSHIRE**

**ETHICS COMMITTEE FOR STUDIES INVOLVING THE USE OF HUMAN PARTICIPANTS  
(‘ETHICS COMMITTEE’)**

**FORM EC6: PARTICIPANT INFORMATION SHEET**

**1 Title of study**

The Study on Employee Engagement, Supervisor Support, Job Satisfaction and Employee Retention in Public Transport Industry of Malaysia.

**2 Introduction**

You are being invited to take part in a study. Before you decide whether to do so, it is important that you understand the study that is being undertaken and what your involvement will include. Please take the time to read the following information carefully and discuss it with others if you wish. Do not hesitate to ask us anything that is not clear or for any further information you would like to help you make your decision. Please do take your time to decide whether or not you wish to take part. The University’s regulations governing the conduct of studies involving human participants can be accessed via this link:

<http://sitem.herts.ac.uk/secreg/upr/RE01.htm>

Thank you for reading this.

**3 What is the purpose of this study?**

This study will focus on three employee retention factors namely supervisor support, employee engagement and job satisfaction that influence on employee retention in land public transport industry of Malaysia.

**4 Do I have to take part?**

It is completely up to you whether or not you decide to take part in this study. If you do decide to take part you will be given this information sheet to keep and be asked to sign a consent form. Agreeing to join the study does not mean that you have to complete it. You are free to withdraw at any stage without giving a reason. A decision to withdraw at any time, or a decision not to take part at all, will not affect any treatment/care that you may receive.

**5 Are there any age or other restrictions that may prevent me from participating?**

In this research, only the employees in land public transport industry of Malaysia can participate. The age range of the employees must be 18 years or above.

**6 How long will my part in the study take?**

If you decide to take part in this study, you will be involved in it for 10 minutes only.

**7 What will happen to me if I take part?**

The first thing to happen will be answering the online questionnaire provided by the researcher.

**8 What are the possible disadvantages, risks or side effects of taking part?**

There is no any risks and side effects in participation to this survey. The participants will spend a little time to fill up the questionnaire. The questionnaire of the survey is straightforward and simple that provides convenience to answer the questions in a short of time.

**9 What are the possible benefits of taking part?**

The study helps employer in land public transport industry of Malaysia to determine which factors out of the three factors namely job satisfaction, supervisor support and employee engagement have higher influence on employee retention in land public transport industry of Malaysia. The study will help the employer in land public transport industry to promote new strategies, programs and work on employee retention in land public transport industry of Malaysia.

**10 How will my taking part in this study be kept confidential?**

No third party will be involved with data handling and access. The data will be stored carefully and encrypted with a password to ensure utmost security. Answers from the participants personally will not be released to others for viewing.

**11 Audio-visual material**

N/A

**12 What will happen to the data collected within this study?**

The data from this study will be collected, entered into a statistical database and analyzed by the researcher. No third party will be involved with data handling and access. The data will be stored carefully and encrypted with a password to ensure utmost security. Answers from the participants personally will not be released to others for viewing. The data will be anonymized prior to storage. The data collected will be stored electronically, in a password-protected environment, until the completion and approval of the thesis, after which time it will be destroyed under secure conditions.

**13 Will the data be required for use in further studies?**

The data will not be used in any further studies.

**14 Who has reviewed this study?**

This research has been reviewed by supervisor Syarifah Mastura B Syed Abu Bakar. She is currently located in FOBCAL office in INTI International University Nilai in Negeri Sembilan, Malaysia. This study will also be subjected for review by the approving committee of University of Hertfordshire, Social Sciences, Arts and Humanities ECDA in United Kingdom.

The UH protocol number is .....

**15 Factors that might put others at risk**

Please note that if, during the study, any medical conditions or non-medical circumstances such as unlawful activity become apparent that might or had put others at risk, the University may refer the matter to the appropriate authorities.

**16 Who can I contact if I have any questions?**

If you would like further information or would like to discuss any details personally, please get in touch with me, in writing, by phone or by email: [i18014572@student.newinti.edu.my](mailto:i18014572@student.newinti.edu.my)

**Although we hope it is not the case, if you have any complaints or concerns about any aspect of the way you have been approached or treated during the course of this study, please write to the University's Secretary and Registrar at the following address:**

Secretary and Registrar  
University of Hertfordshire  
College Lane  
Hatfield  
Herts  
AL10 9AB

**Thank you very much for reading this information and giving consideration to taking part in this study.**

**UNIVERSITY OF HERTFORDSHIRE****FORM EC7 – PROTOCOL MONITORING FORM**

Ethics Committee with Delegated Authority (ECDA)

Name of Principal Investigator (or name of class protocol holder)	TAN CHOW YONG
Student/Staff ID	I18014572
Programme of Study or Module Name	MBA Project /MGT 7998
Title of study (or name of class protocol)	The Study on Employee Engagement, Supervisor Support, Job Satisfaction and Employee Retention in Public Transport Industry of Malaysia.
UH Protocol Approval Number	cBUS/PGT/CP/04102
Date	2 May 2019

---

Has data collection for this project been completed? YES  
If NO, please explain why:

If an extension is required, a Form EC2 will need to be completed and submitted.

Have any of the participants within the study experienced or reported any of the following: (if you answer YES to any of these, you must provide the details)

Physical reaction/harm	NO
Mental/emotional harm	NO
Intrusion of privacy	NO
Breach of confidentiality	NO

If the UH Protocol Approval you were originally sent included any conditions (for example supervisor to approve interview schedule prior to data collection), were all conditions complied with? YES.

If NO please include any documents and/or information with this form"

---

**DECLARATION (overleaf)**

## DECLARATION

TICK THE APPROPRIATE BOXES IN EACH COLUMN

(i) Declaration by staff applicant (tick)		(ii) Declaration by student applicant (tick)	
<input type="checkbox"/>	I confirm that I have followed the approved Protocol for this study and, where appropriate, the relevant code(s) and/or practice(s) that apply	<input checked="" type="checkbox"/>	I confirm that I have followed the approved Protocol for this study and, where appropriate, the relevant code(s) and/or practice(s) that apply
<input type="checkbox"/>	Signed ..... (staff applicant)  Date .....	<input type="checkbox"/>	Signed ..... (student applicant)  Date <u>2 May 2019</u>
		(iii) Declaration by student's supervisor (tick)	
<input type="checkbox"/>		<input checked="" type="checkbox"/>	As far as I can ascertain, the student has followed the approved Protocol for this study and, where appropriate, the relevant code(s) and/or practice(s) that apply
<input type="checkbox"/>		<input type="checkbox"/>	Signed ..... (student's supervisor)  Date <u>2 May 2019</u>

This completed form, together with any relevant documents (where applicable) must be returned to the relevant ECDA ([ssahecda@herts.ac.uk](mailto:ssahecda@herts.ac.uk) [hsetecda@herts.ac.uk](mailto:hsetecda@herts.ac.uk)) when you submit your project/dissertation. Failure to submit this Form may result in a breach of the University's regulations (UPR RE01, 'Studies Involving Human Participants', refers)

## Appendix 8: Turnitin Results

### Turnitin MBA Project (Tan Chow Yong I18014572)

#### ORIGINALITY REPORT

<b>10%</b>	<b>2%</b>	<b>2%</b>	<b>10%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

#### PRIMARY SOURCES

<b>1</b>	<b>Submitted to Universiti Sains Malaysia</b> Student Paper	<b>1%</b>
<b>2</b>	<b>Submitted to CVC Nigeria Consortium</b> Student Paper	<b>1%</b>
<b>3</b>	<b>Submitted to Universiti Teknologi Malaysia</b> Student Paper	<b>1%</b>
<b>4</b>	<b>Submitted to Universiti Teknologi MARA</b> Student Paper	<b>&lt;1%</b>
<b>5</b>	<b>Submitted to Institute of Graduate Studies, UiTM</b> Student Paper	<b>&lt;1%</b>
<b>6</b>	<b>Submitted to Segi University College</b> Student Paper	<b>&lt;1%</b>
<b>7</b>	<b>Submitted to Higher Education Commission Pakistan</b> Student Paper	<b>&lt;1%</b>
<b>8</b>	<b>Submitted to University of Malaya</b> Student Paper	<b>&lt;1%</b>



9	Claire E. Greaves, Stacey L. Parker, Hannes Zacher, Nerina L. Jimmieson. "Turnover Intentions of Employees With Informal Eldercare Responsibilities", The International Journal of Aging and Human Development, 2016 Publication	<1%
10	Submitted to Universiti Sains Islam Malaysia Student Paper	<1%
11	www.pointsofstillness.com Internet Source	<1%
12	Submitted to Universiti Malaysia Sabah Student Paper	<1%
13	Submitted to Universiti Putra Malaysia Student Paper	<1%
14	Submitted to Management Development Institute Of Singapore Student Paper	<1%
15	Submitted to Liverpool John Moores University Student Paper	<1%
16	www.mdpi.com Internet Source	<1%
17	Submitted to Universiti Malaysia Sarawak Student Paper	<1%

18	<b>Submitted to School of Business and Management ITB</b> Student Paper	<1 %
19	<b>Submitted to Asia Pacific University College of Technology and Innovation (UCTI)</b> Student Paper	<1 %
20	<b>eprints.utar.edu.my</b> Internet Source	<1 %
21	<b>Submitted to Wawasan Open University</b> Student Paper	<1 %
22	<b>Submitted to University Tun Hussein Onn Malaysia</b> Student Paper	<1 %
23	<b>studentsrepo.um.edu.my</b> Internet Source	<1 %
24	<b>"Handbook of Partial Least Squares", Springer Nature, 2010</b> Publication	<1 %
25	<b>Submitted to Multimedia University</b> Student Paper	<1 %
26	<b>Submitted to University of Nottingham</b> Student Paper	<1 %
27	<b>Submitted to HELP UNIVERSITY</b> Student Paper	<1 %

28	<b>Submitted to Anglia Ruskin University</b> Student Paper	<1%
29	<b>aimos.ugm.ac.id</b> Internet Source	<1%
30	<b>digi.library.tu.ac.th</b> Internet Source	<1%
31	<b>Submitted to Universiti Kebangsaan Malaysia</b> Student Paper	<1%
32	<b>Submitted to University of Wales central institutions</b> Student Paper	<1%
33	<b>Submitted to North West University</b> Student Paper	<1%
34	<b>Submitted to Universiti Tenaga Nasional</b> Student Paper	<1%
35	<b>Submitted to Southampton Solent University</b> Student Paper	<1%
36	<b>"Proceedings of the 1st AAGBS International Conference on Business Management 2014 (AiCoBM 2014)", Springer Nature, 2016</b> Publication	<1%
37	<b>Submitted to Berjaya University College of Hospitality</b> Student Paper	<1%

38	Submitted to Quest International University Perak Student Paper	<1%
39	repository.tudelft.nl Internet Source	<1%
40	ddd.uab.cat Internet Source	<1%
41	d.lib.msu.edu Internet Source	<1%
42	Submitted to University of Bedfordshire Student Paper	<1%
43	Submitted to Raffles College of Design and Commerce Student Paper	<1%
44	Submitted to University of Leicester Student Paper	<1%
45	Submitted to EThames Graduate School Student Paper	<1%
46	Submitted to Queen Mary and Westfield College Student Paper	<1%
47	Submitted to Harper Adams University College Student Paper	<1%
48	Submitted to London School of Marketing	

	Student Paper	<1%
49	<b>Submitted to President University</b> Student Paper	<1%
50	<b>Submitted to Asia e University</b> Student Paper	<1%
51	<b>Submitted to University of Wales, Lampeter</b> Student Paper	<1%
52	<b>journals.sagepub.com</b> Internet Source	<1%
53	<b>Submitted to Yeungnam University</b> Student Paper	<1%
54	<b>Submitted to University of Wollongong</b> Student Paper	<1%
55	<b>Submitted to Assumption University</b> Student Paper	<1%
56	<b>Submitted to University of Newcastle upon Tyne</b> Student Paper	<1%
57	<b>Submitted to University of West London</b> Student Paper	<1%
58	<b>Submitted to University of Southern California</b> Student Paper	<1%
	<b>Submitted to Westminster International College</b>	

59	- Kuala Lumpur Student Paper	<1%
60	Submitted to 81705 Student Paper	<1%
61	Submitted to University of East London Student Paper	<1%
62	Thorsten Tham. "Multisensory Impact of Sport Events", Springer Nature, 2016 Publication	<1%
63	Submitted to Universiti Teknikal Malaysia Melaka Student Paper	<1%
64	Submitted to University of Newcastle Student Paper	<1%
65	Submitted to Glyndwr University Student Paper	<1%
66	Submitted to University of Northumbria at Newcastle Student Paper	<1%
67	Submitted to University of Hull Student Paper	<1%
68	Submitted to Laureate Higher Education Group Student Paper	<1%
69	Submitted to KDU College Sdn Bhd Student Paper	<1%

70

Submitted to City University  
Student Paper

&lt;1%

Exclude quotes Off

Exclude matches < 5 words

Exclude bibliography On

## Appendix 9: Smart PLS Output

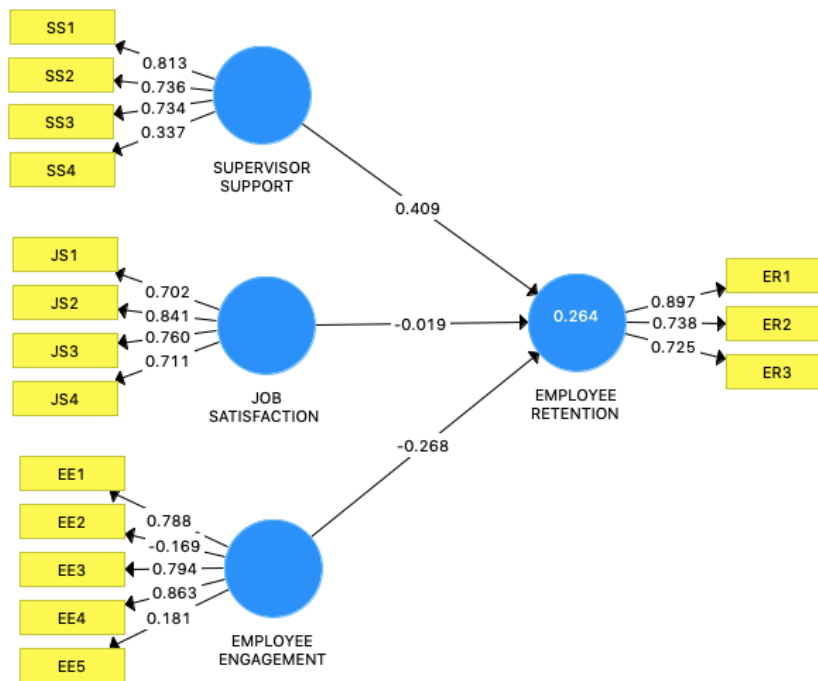


Figure 4.3: Indicators for Reflective Measurement Model Construct

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0.874	0.876	0.874	0.698
Employee Retention	0.840	0.844	0.832	0.625
Job Satisfaction	0.841	0.846	0.841	0.571
Supervisor Support	0.793	0.796	0.793	0.562

Table 4.2: Construct Reliability and Validity



Latent Variable	Indicators	Outer Loading	Composite Reliability	Average Variance Extracted	Discriminant Validity
Supervisor Support	SS 1	0.800	0.793	0.562	Yes
	SS 2	0.724			
	SS 3	0.732			
Job Satisfaction	JS 1	0.703	0.841	0.571	Yes
	JS 2	0.841			
	JS 3	0.760			
	JS 4	0.712			
Employee Engagement	EE 1	0.806	0.874	0.698	Yes
	EE 3	0.814			
	EE 4	0.884			
Employee Retention	ER 1	0.903	0.832	0.625	Yes
	ER 2	0.725			
	ER 3	0.731			

Table 4.3: Result Summary for Reflective Measurement Models.

Indicators	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
EE1	<b>0.806</b>	-0.236	0.228	-0.050
EE3	<b>0.814</b>	-0.238	0.205	-0.027
EE4	<b>0.884</b>	-0.259	0.167	-0.025
ER1	-0.325	<b>0.903</b>	-0.17	0.371
ER2	-0.149	<b>0.725</b>	-0.311	0.347
ER3	-0.202	<b>0.731</b>	-0.198	0.334
JS1	0.276	-0.196	<b>0.703</b>	-0.328
JS2	0.204	-0.235	<b>0.841</b>	-0.379
JS3	0.163	-0.212	<b>0.760</b>	-0.495
JS4	0.078	-0.199	<b>0.712</b>	-0.259
SS2	-0.087	0.320	-0.401	<b>0.724</b>
SS3	-0.039	0.320	-0.292	<b>0.723</b>
SS1	0.030	0.354	-0.396	<b>0.800</b>

Table 4.4: Cross Loading for Pilot Test

Variable	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement	<b>0.835</b>			
Employee Retention	-0.293	<b>0.791</b>		
Job Satisfaction	0.238	-0.279	<b>0.756</b>	
Supervisor Support	-0.04	0.443	-0.486	<b>0.75</b>

Table 4.5: Fornell-Larcker Criterion

Variables	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement				
Employee Retention	0.282			
Job Satisfaction	0.240	0.284		
Supervisor Support	0.112	0.439	0.484	

Table 4.6: HTMT Criterion for Pilot Test

Variables	Indicators	Outer Loading	Composite Reliability	Average Variance Extracted	Discriminant Validity
Supervisor Support	SS 1	0.831	0.819	0.602	Yes
	SS 2	0.698			
	SS3	0.792			
Job Satisfaction	JS 1	0.817	0.844	0.717	Yes
	JS 3	0.849			
	JS 4	0.873			
Employee Engagement	EE1	0.738	0.841	0.641	Yes
	EE 3	0.935			
	EE 4	0.710			
Employee Retention	ER 1	0.808	0.887	0.724	Yes
	ER 2	0.787			
	ER 3	0.948			

Table 4.7: Result Summary for Reflective Model Measurement Models

Variable	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement	0.801			
Employee Retention	-0.449	0.851		
Job Satisfaction	-0.292	0.274	0.847	
Supervisor Support	0.364	-0.462	-0.32	0.776

Table 4.8: Fornell-Larcker Criterion for Preliminary Test

Indicators	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
EE1	<b>0.738</b>	-0.332	-0.177	0.304
EE3	<b>0.935</b>	-0.420	-0.272	0.327
EE4	<b>0.710</b>	-0.319	-0.251	0.240
ER1	-0.422	<b>0.808</b>	0.200	-0.322
ER2	-0.336	<b>0.787</b>	0.221	-0.380
ER3	-0.391	<b>0.948</b>	0.274	-0.469
JS1	-0.234	0.224	<b>0.817</b>	-0.230
JS3	-0.267	0.233	<b>0.849</b>	-0.266
JS4	-0.242	0.239	<b>0.873</b>	-0.314
SS2	0.401	-0.323	-0.010	<b>0.698</b>
SS3	0.219	-0.366	-0.338	<b>0.792</b>
SS1	0.246	-0.384	-0.365	<b>0.831</b>

Table 4.9: Cross Loading for Preliminary Test

Variables	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement				
Employee Retention	0.455			
Job Satisfaction	0.295	0.273		
Supervisor Support	0.378	0.463	0.323	

Table 4.10: HTMT Criterion for Preliminary Test.

Variable	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement		1.201		
Employee Retention				
Job Satisfaction		1.160		
Supervisor Support		1.223		

Table 4.11: Inner Variance Inflation Factor Values

Relationship	Path Coefficient	t-Values	p-Values	95% Confidence Intervals	Significant Levels
JS -> ER	0.080	1.241	0.108	[-0.027, 0.217]	Not Significant
EE -> ER	-0.308	3.861	0	[-0.407, -0.173]	Significant
SS -> ER	-0.324	3.532	0	[-0.422, -0.154]	Significant

Table 4.12: Significant Testing Results of the Structural Model

Variable	Employee Engagement	Employee Retention	Job Satisfaction	Supervisor Support
Employee Engagement		0.114		
Employee Retention				
Job Satisfaction		0.008		
Supervisor Support		0.125		

Table 4.13: Effect Size  $f^2$ 

Endogenous Variable	R <sup>2</sup> Value	Q <sup>2</sup> Value
Employee Retention	0.310	0.137

Table 4.14: R<sup>2</sup> and Q<sup>2</sup> value.

## Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	85	85.9	85.9	85.9
Female	14	14.1	14.1	100.0
Total	99	100.0	100.0	

Table 4.15: The Gender of Respondents

## Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30	5	5.1	5.1	5.1
31-40	3	3.0	3.0	8.1
41-50	6	6.1	6.1	14.1
51-60	51	51.5	51.5	65.7
>60	34	34.3	34.3	100.0
Total	99	100.0	100.0	

Table 4.16: The Age of Respondents