**INTI INTERNATIONAL UNIVERSITY**

**MASTER OF BUSINESS ADMINSTRATION**

**VOLUNTARY TURNOVER OF MARKETING AND SALE DEPARTMETN IN PRIVATE HIGHER EDUCATION, MALAYSIA**

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**Student’s Declaration**

I hereby declare that this project is my own effort and work and the sources of information of other people have been used, they have been duly acknowledged.

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# ABSTRACT

This research paper will discuss the topic of voluntary employee turnover of marketing and sale department in private higher education industry, Malaysia. This is to understand and study the factors of voluntary employee turnover and find out the recommendations and solutions to the company. In this research will has five hypotheses which are stress, lack of growth opportunity, work engagement, result oriented, supervisor relationship and supervisor relationship significant influences on voluntary employee turnover. Hence, this research will use quantitative method. Questionnaire was mainly used in this project. For the questionnaire will distribute to 300 respondents from the sale and marketing department in private higher education industry and who were previous working in marketing and sale department.

# CHAPTER 1 INTRODUCTION

1.1 Introduction

Voluntary employee turnover will reduce the performance of a company. In addition, voluntary employee turnover will also bring negative impacts to the company such as demotivate other existing employees. Moreover, it will also waste time and cost to hire and train the new employees to adapt in the organization’s culture and environment. This project is to understand and study why the voluntary turnover rate is high and how the company can reduce it. Thus, this project will also provide recommendation and solutions to the company. Voluntary employee turnover is important to any companies. As it will impact the company culture and environment and demotivate the other employees. It will also impact to the productivity of the company. Hence, the problem statement of this research is to understand and study why the voluntary employee turnover rate is high. This research will focus on the marketing and sale department in higher private education institution in Malaysia. This is useful for the marketing and sale department as the project is mainly focused on this area. This project will be using the primary data which will distribute to 300 respondents to fill up the questionnaire who are from the marketing and sale department in private higher education institutions.

## **1.2 Background of Study**

Nowadays, the issue of voluntary employee turnover is getting serious. According to Yeong (2017), the average of a person voluntary turnover is two and a half years. That means is average of the employee will only stay with a company 2.5 years. From the Figure 1 shows the employee engagement scores in 2017 and Malaysia and Singapore are the lowest percentage which is 59% (themalaymailonline.com, 2017). Employee of Malaysian is the lowest engagement in the Asia (themalaymailonline.com, 2017). The voluntary employee turnover rate is lower when the level of engagement is high (Memon, Salleh and Baharom, 2017).

However, the voluntary turnover rate of the India is highest which was 13.6% while voluntary turnover of Malaysia was 13% and the Singapore was 11.7% (Aon Hewitt, 2016). It can be concluded that the level of engagement will influence the voluntary employee turnover. For example, the level of engagement is high then the rate of voluntary employee turnover will decrease. On the other hand, the level of engagement is lower than the rate of voluntary employee turnover will increase. Voluntary employee turnover will bring a lot of impact to a company such as lower productivity, lose experienced employees and reduce profit (Get Hppy, 2016). As the company needs to hire and train the new employees again, this needs to spend time and cost to the new employees to adapt the culture and environment (Marc, Samuel and Schenker, 2012). Hence, this will affect the productivity of the company.

## **1.3 Problem Statement**

The problem statement of this project is to study and understand why the voluntary employee turnover rate is high. This is important to a company as it will bring a lot of negative impact to the company as it maybe will become an organization’s culture (Get Hppy, 2016). Thus, it will demotivate the existing employees and productivity and effective of the company. All of the impacts will lead the company has a big issue which is lose a lot of money environment (Marc, Samuel and Schenker, 2012). Marketing and sale department play the vital role in a success of a company (Burnett, 2010). Hence, this project will focus on the marketing and sale department in Malaysia.

## 1.4 Research Objective

The generate objective of this research paper is to understand why voluntary employee turnover rate is high and what are factors influenced the voluntary employee turnover. There have five specific objectives for this research paper.

1. To understand the relationship between stress and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.
2. To understand the relationship between lack of growth opportunity and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.
3. To understand the relationship between work engagement and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.
4. To understand the relationship between result oriented and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.
5. To understand the relationship between supervisor relationship and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.

## 1.5 Research Question

The questions will ask in questionnaire section as below:

1. Is there any relationship between stress and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.
2. Is there any relationship between lack of growth opportunity and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.
3. Is there any relationship between work engagement and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.
4. Is there any relationship between result oriented and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.
5. Is there any relationship between supervisor relationship and voluntary employee turnover in marketing and sale department of private higher education industry of Malaysia.

## 1.6 Research hypothesis

In this project, there have several hypotheses such as stress, lack of growth opportunity, work engagement, result oriented and supervisor relationship significant influences on voluntary employee turnover.

## 1.7 Significant of Study

This research is useful for industry players or managers in the field of marketing and sale department. As it consists of some factors influence the voluntary employee turnover and will come out some of the solutions to overcome and minimize the voluntary employee turnover. It is not only for industry, it also can use in academic contribution to understand and gain that the factors and solutions to overcome the voluntary employee turnover issue.

## **1.8 Operational Definitions**

Voluntary employee turnover is the employee leave the company. According to John (2017b) the meaning is a company has to replace the position when an employee leaves a company.

Stress means that is a way of a kind of threat or demand of your body responding (Fink, 2017). One of the top reasons employees leave an organization is lack of growth opportunity (Jackson, 2013). Work engagement is the relationship between the employee with the work and the organization (Schaufeli, 2013). An organization that practice with result oriented culture that will more focus on the output or result of the employees rather than care on how many hours the employees sacrifice on a day (Jamie, 2017). Supervisor should always give them feedback and feed-forward to the employees, not only told the employees where they did wrong but supervisor must also tell the employee where can improve more (Christine, 2014).

## 1.9 Organization of Chapter

This research will distribute to five chapters. The chapter one discuss about the introduction of this research that related the voluntary employee turnover rate of marketing and sale department in higher private education institution in Malaysia. While the chapter two will going to discuss the literature review of this project. Research methodology will be discussed in the chapter three and following by the chapter four which is data analysis. The last chapter that is chapter five is related the recommendation and conclusion of this research.

## 1.10 Summary

In the nutshell, this project is to study and understand the factors of influence the voluntary employee turnover and come out some solutions to overcome the voluntary employee turnover rate in marketing and sales department of higher private education institution, Malaysia. Thus, there have five hypotheses in this project such as stress, lack of growth opportunity, work engagement, result oriented and supervisor relationship significant influences on voluntary employee turnover. Hence, this project will use the questionnaire to collect all the information.

# CHAPTER 2 LITERATURE REVIEW

## 2.0 Chapter Summary

In this chapter 2, it will discuss the definition of turnover rate that is the dependent variable and the independent variables which are stress, lack of growth opportunity, work engagement and result oriented. Furthermore, there will also discuss some theories and use the theories to relate the dependent variable and independent variable. It is to support the relationship between the dependent variable and independent variable.

## 2.1 Dependent Variable

### 2.1.1 Definition of Employee Turnover

Employee turnover is like a measurement of calculate the duration of an employee stay with an organization (Carol, 2017). Turnover occurs when the employees leave an organization and to be replaced (John, 2017a). Employee turnover is the employees rotate in the labor market such as jobs, firms, occupations, states of unemployment and employment (Ongori, 2007). Besides that, terminate the employee’s internal organizational career path that composed of a structure of occupation changes from occupation entry to exist which is also turnover (Arokiasamy, 2013).

In Southeast Asia has faced major issue which is voluntary turnover (Lim, 2015). In Malaysia and Philippines, these two countries have the same average of voluntary turnover rate which was 14.8% and the average of voluntary turnover rate in Singapore was 14.1% (Memon, Salleh and Baharom, 2017). From this data information shown that Asian employees have a high rate of voluntary turnover.

In simple way to define it, employee turnover is an employee leave an organization with some reasons. The reasons maybe stress, lack of growth opportunity, work engagement and result oriented. This is voluntary employee turnover. While involuntary employee turnover is an employee had been fired by an organization with some reasonable reason (Jacob, 2012). The most and common reasonable reasons can be the employee did not performance in the organization or insider trading.

### 2.1.2 Impact of Employee Turnover

Nowadays, employee turnover is getting more serious in Malaysia and is a concern as employee turnover will bring a lot of impact to an organization (Koh, 2015). The impact of the employee turnover is an organization need to spend a lot of money to replace the position with the most suitable applicant and the organization need to give the new employees having the training and development to align with the organization which is also a huge cost (Abdul and Saraih, 2016).

## 2.2 Independent Variables

### 2.2.1 Stress

Stress means that is a way of a kind of threat or demand of your body responding (Fink, 2017). Whether it is imagined or real, when you sense danger, the body wills automatically gives an action which is fight or flight. Stress will bring some serious health problems to the person. It can speed up the aging process and raising the risk of heart attack besides that it will affect the body reproductive system, immune system and digestive. Furthermore, it will also make the person easily get depression and some mental problems (Jeanne, Smith, and Lawrence, 2017).

The person is very easy getting stress as working in marketing and sale department. In this department, the person has the minimum target and need to hit the target. Hence, these kinds of people will easily get stress and most of the person especially women. The stress will affect the menstruation cycle such as late periods, missed periods and irregular periods (True Stress Management, 2017). Some of the people still need to take medicine to control the hormone.

One of the theories can explain the stress will affect the turnover that is stress theory. The ethical climate reduces the role stress and its increase the trust in supervisor besides that trust in supervisor will reduces the interpersonal conflict and emotional exhaustion (Meral, Sener and Seval, 2012). Hence, the lower the stress levels, the lower the emotional exhaustion, the higher the job satisfaction and the lower the turnover rate (Mulki, Jaramillo and Locander, 2008). It has a link with this all the elements.

### 2.2.2 Lack of Growth Opportunity

Employees will leave an organization that reason is lack of growth opportunity in their career. When an employee works in an organization for three to five years and the employee is performing well, however the employee did not get any promotion. This situation will demotivate the employee to stay in the organization. Besides that, the employee did not get the chance to attend any succession planning hence means that the organization did not give any chance to the employee to performance better (Bidisha and Mukulesh, 2013).

One of the top reasons employees leave an organization is lack of growth opportunity (Jackson, 2013). According to Gangaram (2016) stated that the relationship between the career growth and employee turnover is negative relationship. There have too little chance to get promotion and growth opportunity (Alena, 2017).

Unfolding model that has 4 paths which are pre-determined script, push factor, pull factor and quit job impulsively or job search then quit (Mitchell and Lee, 2001). For the scenario, the employee work s for 5 years did not get any promotion, the path 2 the employee performing well but on the performance job review the supervisor said the employee did not perform well hence this is push factor. Pull factor is the employee received the offer from other competitor now (Vimala, Thangaraja and Mohamad, 2016). In path 4 will has two parts, first is the employee on the spot quit the job and second is the employee be quiet first and search for a better job (Rachael, 2014).

### 2.2.3 Work Engagement

Work engagement is the relationship between the employee with the work and the organization (Schaufeli, 2013). This is also one of the factors will affect the turnover rate of marketing and sale department. As an employee is not comfortable and satisfy with an organization, the employee will decide to leave the organization (Ovidiu, 2013). Human resource development is one of the tool to help in improve the employee work engagement and that has the positive significant with the performance of employee and result of an organization (Eldor, 2016). When an organization has a good employee work engagement, the organization will perform well. Besides that, good employee work engagement will be the competitive advantage of an organization (Simon, Jamie and Alan, 2015). Apart from that, the high level of employee work engagement that will have the lower of voluntary turnover rate (Loice, 2015).

Social exchange theory can be discussed in this factor. That means is the person give the input and the person expect to receive the same output from the second party (Cropanzano and Mitchell, 2005). Hence, the employee put a lot of effort but received less of output then the employee might consider leaving the organization (Society for Human Resource Management, 2016)

### 2.2.4 Result Oriented

An organization practice with result oriented culture that will more focus on the output or result of the employees rather than care on how many hours the employees sacrifice on a day (Jamie, 2017). This culture and environment will motivate those who are care self-development however for those are not care about the result and not hard working person this kind of employees will do nothing. Besides that, this working environment and culture will lead an organization reduce communication between employees (Francine, 2014).

Stress theory can also be discussed this in factor as result oriented that has the target for each of the employee (Abdul and Raheela, 2015). The employee cannot hit the target; the employee will get stress and demotivate (Victoria, 2015). Thus, the employee will also consider terminating the relationship with the organization (Ros and Ramlee, 2015).

### 2.2.5 Supervisor Relationship

From the finding, there has a strong positive relationship between supervisor support and turnover rate (Hussein, 2015). That means the supervisor has given support to the employees then the employees will have a close relationship with the supervisor and the turnover rate will lower. When the supervisor was not care about the employees then the employees will felt helpless (Istiaque, 2015). As a supervisor should be keep in touch with the employees and take care of them as a big family member (TNS, 2014). Moreover, supervisor should always give them feedback and feed-forward to the employees, not only told the employees where they did wrong but supervisor must also tell the employee where can improve more (Christine, 2014).

Equity theorywill be used to discuss on this factor. Equity theory means the supervisor should manage the relationship with the employees equally (Bell and Martin, 2012)**.** Managers have to fair to all employee if the person A performing well but the manager promote the person B who did not performing better than person A then person A will felt distress. Then, the person A will decide leave the organization.

## 2.4 Conceptual Framework

H1: There is a relationship between stress and voluntary employee turnover.

H2: There is a relationship between lack of growth opportunity and voluntary employee turnover.

H3: There is a relationship between work engagement and voluntary employee turnover.

H4: There is a relationship between result oriented and voluntary employee turnover.

H5: There is a relationship between supervisor relationship and voluntary employee turnover.

## 2.5 Summary

This chapter has discussed the voluntary turnover. Furthermore, these several of literatures have been observed to explain the factors that influence the voluntary turnover. In this chapter, that discussed the various article and research that introduced to support the dependent variable and independent variables in order to develop the conceptual framework. This chapter has developed the research hypotheses. Next chapter will continues to discuss research methodology.

# CHAPTER 3 RESEARCH METHODOLOGY

## 3.0 Chapter Summary

In this chapter 3 will be discuss the research methodology for the study of factors of turnover rate in marketing and sale department in higher private education in Malaysia. Furthermore, the research design, research instrument, method of data collection, population, sampling method and sample size will be discussed in this chapter.

## 3.1 Research Design

According to Dimiter (2016), research design is to get the valid answers to research questions in efficient and reliable way. This was confirmed by Inaam (2016), research design is a condition’s arrangement for analysis and collection of data in a way which purposes to combine significance to the research purpose with procedure and economy.

### 3.1.1 Explanatory Researches

According to Ranjit (2014), explanatory research is to explain how and why there is a relationship between two parts of a phenomenon or situation. This explanatory research is not help to come out the conclusive evidence however it helps to understand the problem more efficiently (Muhammad, 2017). This project will use explanatory research. The questionnaire and data analysis will be used to explain the relationship between the independent variables which are stress, lack of growth opportunity, work engagement, result oriented and supervisor relationship and dependent variable which is voluntary turnover. This explanatory research aims to study the relationship between the independent variables and dependent variable.

### 3.1.2 Quantitative Researches

According to Oberiri (2017) defined that quantitative research that is using data collection to come out the data analysis which will start with problem of statement after that to generate a hypothesis then followed by the literature review and will has a quantitative analysis of data. This was confirmed by Dusan and Darko (2012) that quantitative research is using the questionnaire and data collection to conduct the research as to test the theories and explain it, set out questionnaire and hypotheses and do the data analysis. Since, this project is to study and understand the relationship between the independent variables which are stress, lack of growth opportunity, work engagement, result oriented and supervisor relationship and dependent variable which is voluntary turnover. Hence, quantitative research will be used in this project.

### 3.1.3 Deductive Approach

According to Hasan and Mahdi (2016), deductive approach normally is using for quantitative research and it will come out the hypothesis first that means this deductive approach is to study and understand certain theory and test the hypothesis is under the circumstances or not. This was confirmed by Hafiludin (2014) that this deductive approach is a method to set out a conclusion from a general rule that as a theory. This project will use deductive approach as this project started with the theories and follow by the specific topic then from the topic come out with the five hypotheses after that data analysis will prove the theories. Therefore, based on the data analysis, the conclusion will be made.

### 3.1.4 Time Horizon

Cross-sectional and longitudinal included by time horizon. According to Philip (2014) explained that cross-sectional is easy, cheap and quick to perform and that is often use for questionnaire survey. This was confirmed by Kate (2014) this cross-sectional that is carried out at short period or one time in point only. This project will use cross-sectional as the data will collect in one shot and it will use for data analysis.

## 3.2 Study Population, Unit of Analysis, and Sampling Design

The target population of marketing and sales department in private higher education institution, Malaysia is around 1000 of employees that are according to the StudyMalaysia (2015) stated that the number of total private higher education institution in Malaysia is about 60 private universities or colleges. According to Krejcie and Morgan was cited by Robin (1998) state that the number of sample size increases when population is increase hence when the population is 1000 so the sample size is 278. Therefore, the target population of this project 1000 hence the sample size of this project is set as 300.

The unit of analysis for this project is individual as this project will distribute the questionnaire to the employees who are working in sales and marketing department of private higher education, Malaysia. This questionnaire is about the individual perspective not the organization or government perspective.

According to Nayeem (2017) stated that non probability sampling is using non-random way to draw the sample and this method is applicable and in certain cases it is the only method available hence, this method is convenient and useful method of selecting a sample. This non probability sampling method is also called non random sampling or judgment sampling (Michael, 2014). This was confirmed by Mohsin (2016) defined that non probability sampling has seven types which are convenient sampling, quota sampling, matched sampling, volunteer sampling, purposive sampling, snowball sampling and genealogy based sampling. Base on the Gaganpreet (2017) explained that snowball sampling is one respondent asked to refer other person who meets the criteria to fill up the questionnaire hence this is the way for snowball sampling. This project will use non probability sampling method and snowball sampling to collect data.

## 3.3 Data Collection Method

According to Nigel, Nick and Amanda (2009) explained that method of data collection has three types which are telephone interviews, face to face interviews and questionnaires and the questionnaire is a cheaper and faster method compare with another two. This was confirmed by Kee, Seng and Thiam (2012) defined that questionnaire is a common tool of data collection for quantitative research and it is efficient method for data collection from a large sample size. This project is using quantitative research hence the data collection method will using questionnaire to distribute to 300 sample size. This questionnaire will cost efficient and respond fast method to reach the 300 sample size within a short period.

## 3.4 Measurement Instrument

### 3.4.1 Questionnaire Design

The questionnaire of this project has been designed into three sections which are section A is about the demographic of the respondents, section B is the questions about the independent variables and questions in section C is all about the dependent variable. The questions will be asked in section A such as gender, age, income level and how many year they are working with this organization. The section B and C will be using 5 levels of scales which are strongly disagree, disagree, neutral, agree and strongly agree to help the respondents easy to answer the questions.

Table 3.1: Questionnaire Design

|  |  |  |  |
| --- | --- | --- | --- |
| Section | Variable | Items | Source |
| A | Demographic Profile | 4 | Milman (2013); Hooi (2010) |
| B (Independent Variables) | Stress | 5 | Mulki, Jaramillo and Locander (2008) |
| Lack of growth opportunity | 5 | Jacksonvilie (2013) |
| Work engagement | 5 | Schaufeli (2013), Eldor (2016) |
| Result oriented | 5 | Jamie Nichol (2017) |
| Supervisor relationship | 5 | Hussein Alkahtani (2015), Bell and Martin (2012) |
| C (Dependent Variable) | Voluntary turnover | 5 | Arokiasamy (2013), Ongori (2007), F. John Reh (2017) |

## 3.5 Analysis Method

This project will use the SPSS 22 to come out the data analysis. The pilot test will test the 10% of the sample size which is around 27 of sample size to conduct this pilot test. Factor analysis and reliability test will also include in pilot test. After that, this preliminary analysis is included the factor analysis and reliability test for the final data collection. After the preliminary analysis, that followed by the hypothesis testing that will include the model fit and one-way ANOVA. These all analysis is to evaluate the relationship between the independent variables which are stress, lack of growth opportunity, work engagement, results oriented and supervisor relationship and dependent variable which is voluntary turnover.

## 3.6 Summary

This chapter is focus on research method that uses to study and understand the relationship between the independent variables and dependent variable. Questionnaire was distributed to employees who are working in sales and marketing department of private higher education institution, Malaysia. Before the questionnaire survey, it needs 27 of sample size to run pilot test as to make sure the questionnaire is validity and reliability of this project. Next chapter will be the statistically analyze the data collected from respondents that will be using the SPSS 22 to run the analysis.

# CHAPTER 4 METHODOLOGY

## 4.0 Overview

In this chapter 4 introduced the methodology that applied in collecting data and this chapter will focus on the research findings to confirm the research hypotheses which set in chapter 2 is correct hypotheses. Therefore, Pilot test will discuss in the beginning and followed by descriptive analysis, preliminary test and hypotheses test that were using by SPSS statistical software version 22. The data collected by online questionnaires were checked by factor analysis, reliability, model fit and one-way ANOVA. The end of this chapter will have a summary of findings.

## 4.1 Pilot Test Result

Before distributing the questionnaire to respondents, the pilot test was done by 27 people who are working in marketing and sale department of private higher education institution in Malaysia. The main objectives for pilot test which provide the enough data or information to the researcher for checking the questionnaire design and whether to continue with the main study (Laura, 2013). Therefore, factor analysis, reliability test and correlation matrix are included in this pilot test.

### 4.1.1 Factor Analysis

Table 4. 1: Factor Analysis – KMO and Bartlett’s test

|  |  |  |
| --- | --- | --- |
| **KMO and Bartlett's Test** | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .635 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 768.020 |
| df | 300 |
| Sig. | .000 |

Base on the table 4.1 shown the Kaiser Meyer Olkin (KMO) is 0.635 which is larger than 0.6. Hence, it can be indicate sufficient items for each factor.

Table 4. 2: Factor Analysis – Communalities

|  |  |  |
| --- | --- | --- |
| **Communalities** | | |
|  | Initial | Extraction |
| P2S1Q1. Expected to do too much in too little time. | 1.000 | .719 |
| P2S1Q2. Excessive paperwork | 1.000 | .827 |
| P2S1Q3. Work is still on my mind when I go to bed | 1.000 | .845 |
| P2S1Q4. Organisational policies that leads to stress affects my health | 1.000 | .698 |
| P2S1Q5. I find I have to work harder at my job than I should because of the incompetence people I work with | 1.000 | .789 |
| P2S2Q1. There is really too little chance for promotion in my job | 1.000 | .888 |
| P2S2Q2. I don’t feel my efforts are rewarded the way they should be | 1.000 | .911 |
| P2S2Q3. The organisaton does not develop staff to grow further | 1.000 | .875 |
| P2S2Q4. There is lack of opportunity to enhance own competencies | 1.000 | .781 |
| P2S2Q5. Promotion decisions are not fair | 1.000 | .851 |
| P2S3Q1. The organization does not encourage the sharing of information, knowledge and resources. | 1.000 | .851 |
| P2S3Q2. Employees do not trust the leadership and management | 1.000 | .834 |
| P2S3Q3. While on the job, my ideas and opinions are not taken seriously. | 1.000 | .813 |
| P2S3Q4. I find the work that I do lack of meaning and purpose. | 1.000 | .760 |
| P2S3Q5. I am not proud of the work that I do. | 1.000 | .839 |
| P2S4Q1. The organisation is very focused on achievement | 1.000 | .897 |
| P2S4Q2. The organisation constantly drives employees to perform | 1.000 | .830 |
| P2S4Q3. The company tracks employee performance constantly | 1.000 | .827 |
| P2S4Q4. It is clear what is expected of me in my job | 1.000 | .821 |
| P2S4Q5. Organization’s competitive climate | 1.000 | .834 |
| P2S5Q1. My supervisor is unfair to me | 1.000 | .841 |
| P2S5Q2. My supervisor shows too little interest in the feeling of subordinates | 1.000 | .848 |
| P2S5Q3. Supervisor at times does not respect subordinates | 1.000 | .879 |
| P2S5Q4. I am unable to express my thoughts, feelings, and disagreements to my supervisor. | 1.000 | .873 |
| P2S5Q5. I do not mind working my hardest for my supervisor. | 1.000 | .783 |
| Extraction Method: Principal Component Analysis. | | |

From table 4.2 that can observe that all the extraction value of each question in the questionnaire are above 0.6. Therefore, the constructs can be considered appropriate and strong for further project use.

Table 4. 3: Factor Analysis – Total Variance Explained Test

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Total Variance Explained** | | | | | | |
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 12.623 | 50.490 | 50.490 | 12.623 | 50.490 | 50.490 |
| 2 | 3.354 | 13.417 | 63.908 | 3.354 | 13.417 | 63.908 |
| 3 | 2.164 | 8.657 | 72.564 | 2.164 | 8.657 | 72.564 |
| 4 | 1.429 | 5.718 | 78.282 | 1.429 | 5.718 | 78.282 |
| 5 | 1.141 | 4.565 | 82.847 | 1.141 | 4.565 | 82.847 |
| 6 | .925 | 3.699 | 86.546 |  |  |  |
| 7 | .635 | 2.541 | 89.087 |  |  |  |
| 8 | .482 | 1.928 | 91.015 |  |  |  |
| 9 | .431 | 1.722 | 92.737 |  |  |  |
| 10 | .391 | 1.563 | 94.300 |  |  |  |
| 11 | .339 | 1.358 | 95.658 |  |  |  |
| 12 | .306 | 1.224 | 96.881 |  |  |  |
| 13 | .197 | .786 | 97.668 |  |  |  |
| 14 | .138 | .551 | 98.219 |  |  |  |
| 15 | .098 | .393 | 98.612 |  |  |  |
| 16 | .090 | .360 | 98.972 |  |  |  |
| 17 | .080 | .320 | 99.293 |  |  |  |
| 18 | .053 | .212 | 99.505 |  |  |  |
| 19 | .041 | .165 | 99.670 |  |  |  |
| 20 | .038 | .153 | 99.823 |  |  |  |
| 21 | .021 | .083 | 99.906 |  |  |  |
| 22 | .011 | .044 | 99.950 |  |  |  |
| 23 | .006 | .024 | 99.973 |  |  |  |
| 24 | .005 | .018 | 99.992 |  |  |  |
| 25 | .002 | .008 | 100.000 |  |  |  |
| Extraction Method: Principal Component Analysis. | | | | | | |

This table 4.3 shown the Eigenvalues extracted 5 factors or component too hence it is aligned with the five independent variables in this project. Besides that, the extraction value is greater than 1 so these five factors are valid factors for the project.

### 4.1.2 Reliability Test

Table 4. 4: Reliability Test – Cronbach’s Alpha

|  |  |  |
| --- | --- | --- |
| **Reliability Statistics** | | |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .957 | .958 | 25 |

Base on Sandhya and Vijeta (2017), Cronbach’s Alpha would be accepted when the cronbach alpha value is greater than 0.7. In the pilot test, the reliability test of table shown that the cronbach’s alpha is 0.957. Therefore, the questionnaire is reliable. According to the feedback of respondents and the results from SPSS, the results from factor analysis and reliability test are shown a positive sign for further data collection.

### 4.1.3 Correlation Matrix

The correlation matrix (Figure 2) shows that some of the items within the questionnaires are inter-correlated with other. According to Zikmund et. Al (2013), when the inter-item correlation is more than 80% (0.8) hence, the issue of multicollinearity will occur. When there is high multicollinearity, the discriminant validity is weak; therefore, the results of the study might be skewed. However, this project the inter-item correlation is less than 80% so base on Zikmund et.al (2013) this project is still acceptable.

## 4.2 Final Data Collection

This questionnaire was distributed to total 300 respondents though online and by using snowball sampling to collect the data. While the total received of questionnaires from the respondents were 219 which the response rate was 73%. However, 7 of the questionnaires were invalid and incomplete as some of the respondents did not fill up the income level, they might not want to share their income or they felt it is too sensitive question for them. Besides that, some of the respondents simply choose the answer like all questions choose neutral. Hence, the total questionnaires which were valid and complete were 212 respondents.

Below table 4.5 shows that the summarized of characteristics of demographic data collected that included gender, age, income level and ages of working for the organization.

Table 4. 5: An Overview of Sample Characteristics (n=212)

|  |  |  |  |
| --- | --- | --- | --- |
| Demographic Characteristics | Frequency | Valid Percent | Cumulative Percent |
| Gender |  |  |  |
| Male | 89 | 42.0 | 42.0 |
| Female | 123 | 58.0 | 100.0 |
|  |  |  |  |
| Age |  |  |  |
| 18-24 | 78 | 36.8 | 36.8 |
| 25-34 | 128 | 60.4 | 97.2 |
| 35-44 | 6 | 2.8 | 100.0 |
|  |  |  |  |
| Income Level |  |  |  |
| Below 3,000 | 79 | 37.3 | 37.3 |
| 3,001- 5,000 | 127 | 59.9 | 97.2 |
| 5,001 – 7,000 | 6 | 2.8 | 100.0 |
|  |  |  |  |
| How long have you been working for this organization? |  |  |  |
| <1 year | 68 | 32.1 | 32.1 |
| 2 - 5 years | 138 | 65.1 | 97.2 |
| More than 5 years | 6 | 2.8 | 100.0 |

From the table 4.5 can observe the number of female respondents was 123 that were 58% which is slightly higher than male respondents was 89 which were 42%. The majority age of respondent are25 to 34 years old which was 128, it is 60.4%. Followed by 78 respondents were 18 to 24 years old that consider 36.8%, while only 6 respondents are fall into 35 to 44 years old that was only 2.8%.

Among the respondents only 2.8% of the respondents that was 212 out of 6 have RM5,001 to RM7,000 income level. Majority of the respondents are taken RM3,001 to RM5,000 income that are total 127 respondents and it is around 60%. The remain of 37.3% of respondents which around 79 respondents of income level are below RM3.000. With regards to the years of respondents working with the organization, more than half of the respondents which are 65.1% or 138 of respondents are working with the organizations 2 to 5 years, followed by 32.1% of respondents are working with the organizations less than 1 year that are total 68 respondents. Only 2.8% of respondents which are 6 respondents work with the organizations more than 5 years and above.

## 4.3 Preliminary Analysis

According to Saiyidi (2014), this preliminary analysis is to make sure the following analyses are valid and it is only a key step required in this project before proceed to the actual data analyses which is hypotheses testing is include regression, model fit and one way ANOVA can be performed. Factor analysis and reliability tests will be included in this preliminary analysis.

### 4.3.1 Factor Analysis

Table 4. 6: Factor Analysis – KMO and Bartlett’s test (Stress)

|  |  |  |
| --- | --- | --- |
| **KMO and Bartlett's Test** | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .610 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 414.269 |
| df | 10 |
| Sig. | .000 |

Base on the table 4.6 shown the Kaiser Meyer Olkin (KMO) of stress is 0.610 which is greater than 0.6 and Bartlett’s test of significant value is smaller than 0.05. Hence, the questions in the independent variable that stress can be used for future analysis in this project.

Table 4. 7: Factor Analysis – KMO and Bartlett’s test (Lack of Growth Opportunity)

|  |  |  |
| --- | --- | --- |
| **KMO and Bartlett's Test** | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .728 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 494.729 |
| df | 10 |
| Sig. | .000 |

The table 4.7 can observe that KMO of lack of growth opportunity is 0.728 that is larger than 0.6 and the significant value of Bartlett’s test is smaller than 0.05. Therefore, the questions about lack of growth opportunity can be used for future analysis in this project.

Table 4. 8: Factor Analysis – KMO and Bartlett’s test (Work Engagement)

|  |  |  |
| --- | --- | --- |
| **KMO and Bartlett's Test** | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .702 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 491.729 |
| df | 10 |
| Sig. | .000 |

Base on the table 4.8 shown the Kaiser Meyer Olkin (KMO) of work engagement is 0.702 which is above than 0.6 and Bartlett’s test of significant value is less than 0.05. Hence, the questions in the independent variable that stress can be used for future analysis in this project.

Table 4. 9: Factor Analysis – KMO and Bartlett’s test (Result Oriented)

|  |  |  |
| --- | --- | --- |
| **KMO and Bartlett's Test** | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .839 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 984.805 |
| df | 10 |
| Sig. | .000 |

In table 4.9 can observe that KMO of result oriented is 0.839 that is greater than 0.6 and the significant value of Bartlett’s test is smaller than 0.05. Therefore, the questions about lack of growth opportunity can be used for future analysis in this project.

Table 4. 10: Factor Analysis – KMO and Bartlett’s test (Supervisor Relationship)

|  |  |  |
| --- | --- | --- |
| **KMO and Bartlett's Test** | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .714 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 941.533 |
| df | 10 |
| Sig. | .000 |

The table 4.10 can observe that KMO of supervisor relationship is 0.714 that is larger than 0.6 and the significant value of Bartlett’s test is smaller than 0.05. Therefore, the questions about supervisor relationship can be used for future analysis in this project.

Table 4. 11: Factor Analysis – Total Variance Explained (Independent Variables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Total Variance Explained** | | | | | | |
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 12.109 | 48.435 | 48.435 | 12.109 | 48.435 | 48.435 |
| 2 | 2.618 | 10.471 | 58.907 | 2.618 | 10.471 | 58.907 |
| 3 | 2.435 | 9.739 | 68.646 | 2.435 | 9.739 | 68.646 |
| 4 | 1.906 | 7.622 | 76.268 | 1.906 | 7.622 | 76.268 |
| 5 | 1.481 | 5.922 | 82.190 | 1.481 | 5.922 | 82.190 |
| 6 | .934 | 3.736 | 85.926 |  |  |  |
| 7 | .629 | 2.514 | 88.441 |  |  |  |
| 8 | .518 | 2.073 | 90.514 |  |  |  |
| 9 | .422 | 1.689 | 92.203 |  |  |  |
| 10 | .379 | 1.516 | 93.719 |  |  |  |
| 11 | .359 | 1.435 | 95.154 |  |  |  |
| 12 | .316 | 1.262 | 96.416 |  |  |  |
| 13 | .223 | .893 | 97.309 |  |  |  |
| 14 | .182 | .728 | 98.037 |  |  |  |
| 15 | .141 | .566 | 98.602 |  |  |  |
| 16 | .089 | .357 | 98.959 |  |  |  |
| 17 | .073 | .290 | 99.249 |  |  |  |
| 18 | .059 | .235 | 99.484 |  |  |  |
| 19 | .046 | .186 | 99.670 |  |  |  |
| 20 | .026 | .103 | 99.773 |  |  |  |
| 21 | .022 | .088 | 99.861 |  |  |  |
| 22 | .015 | .060 | 99.921 |  |  |  |
| 23 | .012 | .046 | 99.967 |  |  |  |
| 24 | .006 | .022 | 99.990 |  |  |  |
| 25 | .003 | .010 | 100.000 |  |  |  |
| Extraction Method: Principal Component Analysis. | | | | | | |

This table 4.11 shown the final data collection of Eigenvalues extracted 5 factors or component too hence it is aligned with the five independent variables in this project. Besides that, the extraction value is greater than 1 so these five factors are valid factors for the project.

Table 4. 12: Factor Analysis – Communalities/ Extraction/ Factor Loading (Independent Variables)

|  |  |  |
| --- | --- | --- |
| **Communalities** | | |
|  | Initial | Extraction |
| P2S5Q1. My supervisor is unfair to me | 1.000 | .840 |
| P2S5Q2. My supervisor shows too little interest in the feeling of subordinates | 1.000 | .886 |
| P2S5Q3. Supervisor at times does not respect subordinates | 1.000 | .885 |
| P2S5Q4. I am unable to express my thoughts, feelings, and disagreements to my supervisor. | 1.000 | .871 |
| P2S5Q5. I do not mind working my hardest for my supervisor. | 1.000 | .820 |
| P2S1Q1. Expected to do too much in too little time. | 1.000 | .697 |
| P2S1Q2. Excessive paperwork | 1.000 | .751 |
| P2S1Q3. Work is still on my mind when I go to bed | 1.000 | .866 |
| P2S1Q4. Organisational policies that leads to stress affects my health | 1.000 | .657 |
| P2S1Q5. I find I have to work harder at my job than I should because of the incompetence people I work with | 1.000 | .720 |
| P2S2Q1. There is really too little chance for promotion in my job | 1.000 | .878 |
| P2S2Q2. I don’t feel my efforts are rewarded the way they should be | 1.000 | .911 |
| P2S2Q3. The organisaton does not develop staff to grow further | 1.000 | .885 |
| P2S2Q4. There is lack of opportunity to enhance own competencies | 1.000 | .723 |
| P2S2Q5. Promotion decisions are not fair | 1.000 | .888 |
| P2S3Q1. The organization does not encourage the sharing of information, knowledge and resources. | 1.000 | .891 |
| P2S3Q2. Employees do not trust the leadership and management | 1.000 | .834 |
| P2S3Q3. While on the job, my ideas and opinions are not taken seriously. | 1.000 | .768 |
| P2S3Q4. I find the work that I do lack of meaning and purpose. | 1.000 | .858 |
| P2S3Q5. I am not proud of the work that I do. | 1.000 | .767 |
| P2S4Q1. The organisation is very focused on achievement | 1.000 | .878 |
| P2S4Q2. The organisation constantly drives employees to perform | 1.000 | .813 |
| P2S4Q3. The company tracks employee performance constantly | 1.000 | .799 |
| P2S4Q4. It is clear what is expected of me in my job | 1.000 | .785 |
| P2S4Q5. Organization’s competitive climate | 1.000 | .876 |
| Extraction Method: Principal Component Analysis. | | |

From table 4.12 that can observe that all the extraction value of each question in the questionnaire are above 0.6. Therefore, the constructs can be considered appropriate and strong for further project use.

Table 4. 13: Factor Analysis – KMO and Bartlett’s test (Dependent Variable)

|  |  |  |
| --- | --- | --- |
| **KMO and Bartlett's Test** | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .864 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 700.111 |
| df | 10 |
| Sig. | .000 |

From the table 4.13 can observe that KMO of voluntary turnover, dependent variable is 0.864 that is larger than 0.6 and the significant value of Bartlett’s test is smaller than 0.05. Therefore, the questions about dependent variable can be used for future analysis in this project.

Table 4. 14: Factor Analysis – Total Variance Explained (Dependent Variables)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Total Variance Explained** | | | | | | |
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
| Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3.647 | 72.937 | 72.937 | 3.647 | 72.937 | 72.937 |
| 2 | .514 | 10.281 | 83.217 |  |  |  |
| 3 | .394 | 7.883 | 91.100 |  |  |  |
| 4 | .271 | 5.428 | 96.528 |  |  |  |
| 5 | .174 | 3.472 | 100.000 |  |  |  |
| Extraction Method: Principal Component Analysis. | | | | | | |

This table 4.14 shown the final data collection of Eigenvalues extracted 1 component too hence it is aligned with the 1 dependent variable in this project. Besides that, the extraction value is greater than 1 so dependent variable, voluntary turnover is a valid dependent variable for the project.

Table 4. 15: Factor Analysis – Communalities/ Extraction/ Factor Loading (Dependent Variables)

|  |  |  |
| --- | --- | --- |
| **Communalities** | | |
|  | Initial | Extraction |
| P3Q1. I often think about quitting my present job | 1.000 | .613 |
| P3Q2. I will probably look for a new job in the next year | 1.000 | .725 |
| P3Q3. As soon as possible, I will leave the organization | 1.000 | .689 |
| P3Q4. I have started to look for other jobs. | 1.000 | .758 |
| P3Q5. I feel that I would have many alternative job opportunities if I were to leave the company | 1.000 | .862 |
| Extraction Method: Principal Component Analysis. | | |

From table 4.15 that can observe that all the extraction value of each question about dependent variable in the questionnaire are above 0.6. Hence, the constructs can be considered appropriate and strong for further project use.

### 4.3.2 Reliability Test

Table 4. 16: Reliability Test – Cronbach’s Alpha (Stress)

|  |  |  |
| --- | --- | --- |
| **Reliability Statistics** | | |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .776 | .782 | 5 |

From table 4.16 shown that the Cronbach’s Alpha is greater than 0.7 which is 0.776. Therefore, it is acceptable. On the other hand, this questionnaire of stress, independent variable is reliable.

Table 4. 17: Reliability Test – Cronbach’s Alpha (Lack of Growth Opportunity)

|  |  |  |
| --- | --- | --- |
| **Reliability Statistics** | | |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .833 | .837 | 5 |

From table 4.17 shows that the Cronbach’s Alpha of lack of growth opportunity is 0.833 that is larger than 0.7. Here, it is acceptable. On the other hand, this questionnaire of lack of growth opportunity, independent variable is reliable.

Table 4. 18: Reliability Test – Cronbach’s Alpha (Work Engagement)

|  |  |  |
| --- | --- | --- |
| **Reliability Statistics** | | |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .820 | .817 | 5 |

Observation from table 4.18 shows that the Cronbach’s Alpha of work engagement is 0.820 that is greater than 0.7. Therefore, this questionnaire of lack of growth opportunity, independent variable is acceptable and reliable.

Table 4. 19: Reliability Test – Cronbach’s Alpha (Result Oriented)

|  |  |  |
| --- | --- | --- |
| **Reliability Statistics** | | |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .938 | .941 | 5 |

Base on table 4.19 shows that the Cronbach’s Alpha of result oriented is larger than 0.7 which is 0.938. Therefore, this questionnaire of independent variable, result oriented is acceptable and reliable.

Table 4. 20: Reliability Test – Cronbach’s Alpha (Supervisor Relationship)

|  |  |  |
| --- | --- | --- |
| **Reliability Statistics** | | |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .894 | .897 | 5 |

From table 4.20 can observe the Cronbach’s Alpha of supervisor relationship is 0.894 which is greater than 0.7. Here, this questionnaire of independent variable, supervisor relationship is acceptable and reliable.

Table 4. 21: Reliability Test – Cronbach’s Alpha (Voluntary Turnover)

|  |  |  |
| --- | --- | --- |
| **Reliability Statistics** | | |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .906 | .906 | 5 |

From table 4.21 shows the Cronbach’s Alpha of voluntary turnover is larger than 0.7 that is 0.906. Here, this questionnaire of dependent variable, voluntary turnover is acceptable and reliable.

## 4.4 Hypotheses Testing

### 4.4.1 Model Fit

Table 4. 22: Model Summary

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model Summaryb** | | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .855a | .732 | .725 | .37592 | 2.500 |
| a. Predictors: (Constant), SupervisorRelationship, Stress, WorkEngagement, ResultOriented, LackofGrowthOpportunity | | | | | |
| b. Dependent Variable: VoluntaryTurnover | | | | | |

From the table above, it shows the correlation between the dependent variable which is voluntary turnover and independent variables which are stress, lack of growth opportunity, work engagement, result oriented and supervisor relationship is strong positive relationship as it is 0.855 which is greater than 0.75. R square is 0.732 that means there are 73.20% variability in voluntary turnover can be explained by the independent variables as shown in Table 4.22.

### 4.4.2 ANOVA

Table 4. 23: ANOVA

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ANOVAa** | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 79.416 | 5 | 15.883 | 112.397 | .000b |
| Residual | 29.111 | 206 | .141 |  |  |
| Total | 108.527 | 211 |  |  |  |
| a. Dependent Variable: VoluntaryTurnover | | | | | | |
| b. Predictors: (Constant), SupervisorRelationship, Stress, WorkEngagement, ResultOriented, LackofGrowthOpportunity | | | | | | |

Base on table 4.23 show that the p value is 0.000 that is lower than 0.05. That means is the model has predictive power.

## 4.5 Summary of Finding

Table 4. 24: Coefficient

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Coefficientsa** | | | | | | | | |
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| B | Std. Error | Beta | Tolerance | VIF |
| 1 | (Constant) | -.055 | .194 |  | -.286 | .775 |  |  |
| Stress | .151 | .090 | .126 | 1.685 | .094 | .235 | 4.263 |
| LackofGrowthOpportunity | .105 | .111 | .095 | .946 | .345 | .129 | 7.746 |
| WorkEngagement | -.004 | .069 | -.003 | -.052 | .958 | .394 | 2.538 |
| ResultOriented | .397 | .055 | .432 | 7.181 | .000 | .359 | 2.784 |
| SupervisorRelationship | .372 | .062 | .342 | 5.950 | .000 | .395 | 2.533 |
| a. Dependent Variable: VoluntaryTurnover | | | | | | | | |

This table 4.24 show the coefficient of between the independent variables and dependent variable. The independent variables which are result oriented and supervisor relationship has reached statistical significance and become the dominant factors in this project.

Table 4. 25: Hypotheses Summary

|  |  |  |
| --- | --- | --- |
| Hypotheses | Finding | Conclusion |
| H1: There is a relationship between stress and voluntary employee turnover. | P value = 0.094  Not significant | Rejected |
| H2: There is a relationship between lack of growth opportunity and voluntary employee turnover. | P value = 0.345  Not significant | Rejected |
| H3: There is a relationship between work engagement and voluntary employee turnover. | P value = 0.958  Not significant | Rejected |
| H4: There is a relationship between result oriented and voluntary employee turnover. | P value = 0.000  β = 0.432 | Supported |
| H5: There is a relationship between supervisor relationship and voluntary employee turnover. | P value = 0.000  β = 0.342 | Supported |

**4.6 Conclusion**

The data analysis is highlighted for this project finding. Base on the data collected from respondents, the finding of this project is there is a relationship between the independent variables which are result oriented and supervisor relationship and dependent variable which is voluntary employee turnover. Furthermore, the relationship between result oriented and voluntary employee turnover that is a higher and positive relationship. That is higher than the relationship between supervisor relationship and voluntary employee turnover as the beta for supervisor relationship is 0.342 which is lower than result oriented that is 0.432.

# CHAPTER 5 CONCLUSION AND RECOMMENDATION

## 5.0 Chapter Overview

In this chapter 5 will discuss the findings in chapter 4 base on the data analysis. The contribution of academia, contribution of organization, limitation, recommendation for future research and personal reflection will be discussed in this chapter

## 5.1 Conclusion

The purpose of this project is to study and understand the relationship between the factors of voluntary turnover in sales and marketing department of private higher education institution, Malaysia. The factors are included stress, lack of growth opportunity, work engagement, result oriented and supervisor relationship.

There is not significant relationship between stress and voluntary employee turnover base on the data collected from respondents. According to Yong and Hu (2017) explained that stress will not directly affected the voluntary turnover however it will directly influence the job satisfaction. Base on the data collection and data analysis, researcher also found that there was not a significant relationship between stress and voluntary employee turnover.

Moreover, there is also no significant relationship between lacks of growth opportunity and voluntary employee turnover. According to the hypothesis testing, the p-value is greater than 0.05 hence there is no significant between the independent variable and dependent variable. This was confirmed by Gangaram (2016) who explained that the career promotion and goal progress speed that no significant effect on voluntary turnover.

Furthermore, the hypothesis testing in chapter 4 shown that there is no significant relationship between work engagement and voluntary turnover. Besides that, according to Chen and Chen (2012) defined that there has no relationship between work engagement and voluntary employee turnover from respondents who Taiwanese flight attendants. This was also confirmed by Inken (2012) state that there was no relationship between individual work engagement and turnover intentions.

For the result oriented shown from the hypothesis testing, there has a significant relationship with voluntary employee turnover. There has a support from literature review which show that the result oriented will influence the voluntary turnover. According to Wasim, Abed and Momhammed (2017) defined that there was a significant relationship between result oriented and voluntary employee turnover.

The last but not least, from the hypothesis testing that there is a significant relationship between supervisor relationships and voluntary employee turnover. In chapter 2, the literature review had support this hypothesis. This was also confirmed by Wisal, Awais and Ghayur (2016) defined that there is a significant relationship between the supervisor relationships between voluntary employee turnovers.

## 5.2 Contribution to the Academia

Base on the literature, researcher found that most of the articles are study about the factors influence the voluntary turnover in general industry. Therefore, the finding of this project can contribute to the academia as it fulfils the research gap between factors which are stress, lack of growth opportunity, work engagement, result oriented and supervisor relationship and voluntary employee turnover in marketing and sales department of private higher education institution, Malaysia. According to the finding, the result oriented and supervisor relationships are the most important factors to influence the voluntary turnover.

## 5.3 Contribution to the Organization

In the organization perspective, this project allows the organizations to understand more about the reasons and factors influence on voluntary turnover in marketing and sales department of private higher education institution. The organization can identify overall factors effect on employees’ voluntary turnover. From the factors, the organization can come out some solutions or use better ways to approach with the employees.

## 5.4 Limitation of Research

Time constraint is the main limitation of this project. As this project only given 16 weeks to researcher for complete the whole project. Therefore, this project only able to find out 5 independent variables which are stress, lack of growth opportunity, work engagement, result oriented and supervisor relationship where there has more variables influence the voluntary turnover.

Furthermore, the other limitation that is this project is only focus on marketing and sales department of private higher education institution in Malaysia. Therefore, before distribute the questionnaire, researcher need to make sure the respondents meet the required such as respondents should be working in marketing and sales department of private higher education institution in Malaysia.

## 5.5 Recommendation for Future Research

For future researcher should focus more independent variables to find out more factors and reasons that will influence the voluntary turnover in marketing and sales department of private higher education institution in Malaysia. This will help the project be more accurate and reliable to help in academia and organizations.

Moreover, future researcher can try to combine quantitative research method with qualitative research method. As in qualitative research method, researcher should conduct interview with the respondents. From the interview, it will help the researcher more understand and find out more reasons and factors that will influence the voluntary employees’ turnover.

## 5.6 Personal Reflection

In the beginning of the project, we should choose a topic to start out project. Hence, it was a challenge for us to choose a suitable topic as we had written out a lot of topics and give to our lecturer to check and approve it. However, the lecturer rejected out topic from time to time but luckily out topic had been confirmed in week 4. Therefore, the topic was chosen by me and get approved by the lecturer is marketing and sales department of private higher education institution in Malaysia.

Furthermore, I learnt how to develop a framework for this project. As I need to come out the suitable framework to support my hypotheses in this project. It is very important part as it will be given a clear direction to continue with this project. Therefore, this framework was came out by me was support the five hypotheses that I had in this project.

In this project, the data analysis part is very tricky and complicated part for me as I had been taught this part from zero by my supervisor, Assoc. Prof. Dr. Lee Kar Ling. She taught us step by step and taught us on how to use the SPSS 22 to do the data analysis. Furthermore, she explained in detail on what is means for those figures.

Complete this project is not only contribution of the academia and organization, it also bring a meaningful mission for me.

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