THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT, HUMAN RESOURCE PRACTICES AND LEADERSHIP STYLES ON TURNOVER INTENTION AMONG GENERATION-Y EMPLOYEES IN SELANGOR MANUFACTURING COMPANIES

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ABSTRACT

Employee turnover is an unavoidable scenario faced by many organizations regardless of it economic sectors. Uncontrollable turnover is very costly for the employer because it encompasses of efforts, times and costs of rehiring, training, and low productivity effects. Turnover intention is found as the strongest predictor for actual turnover in previous studies. Due to high turnover ratio among manufacturing workers in Malaysia, it demands great concern and some understandings on turnover intention subject. This research investigated the causes that triggering workers' intention to leave towards their current company. In this regard, this study tries to determine the significance relationships of perceived organizational support, human resource practices and leadership styles on turnover intention among generation Y employees in Selangor manufacturing companies. Data were gathered using questionnaires collected from 200 local employees in various manufacturing companies in Selangor. Hypothesis for direct effect were tested using correlation and regression analyses. Results showed that only leadership styles which are transformational leadership style, transactional leadership style (management by exception passive) and laissez-faire leadership style were significantly associated with employee's turnover intention. Implications of the findings, potential limitations, and directions for future research are discussed.

Keywords: Employees Turnover Intention, Perceived Organizational Support, Human Resource Practices, Leadership Styles, Generation Y Employees.

ABSTRAK

Pusing ganti pekerja adalah senario yang tidak dapat dielakkan dan dihadapi oleh kebanyakan organisasi tanpa mengira sektor ekonominya. Pusing ganti pekerja yang tidak terkawal adalah amat mahal bagi majikan kerana ia merangkumi usaha, masa dan kos menggaji semula, memberi latihan, dan juga kesan produktiviti yang rendah. Niat untuk meninggalkan didapati sebagai peramal paling kuat untuk pusing ganti pekerja sebenar dalam kajian lepas. Oleh kerana nisbah pusing ganti pekerja yang tinggi di kalangan pekerja perkilangan tempatan di Malaysia, ia menuntut perhatian besar dan beberapa pemahaman mengenai perihal niat untuk meningalkan. Kajian ini menyiasat sebab-sebab yang mencetus niat pekerja untuk meninggalkan syarikat semasa mereka. Dalam hal ini, kajian ini cuba untuk menentukan hubungan yang signifikasi berkenaan sokongan organisasi, amalan pengurusan sumber manusia dan gaya kepimpinan ke atas niat untuk meninggalkan di kalangan pekerja generasi Y yang bekerja di syarikat sektor pembuatan di Selangor. Data kajian ini telah dikumpulkan menggunakan borang soal selidik yang diperolehi daripada 200 orang pekerja tempatan di pelbagai syarikat berkaitan di Selangor. Hipotesis ke atas kesan langsung diuji menggunakan analisis korelasi dan regresi. Dapatan kajian menunjukkan bahawa hanya gaya kepimpinan yang terdiri daripada gaya kepimpinan transformasi, gaya kepimpinan transaksi (tindakan pasif pengurusan-dengan-pengecualian), dan gaya kepimpinan laissez-faire (kebebasan) mempunyai hubungan yang signifikan dengan hasrat pekerja untuk meninggalkan organisasi. Implikasi dapatan kajian, limitasi dan cadangan kajian pada masa hadapan turut dibincangkan.

Kata kunci: Niat untuk meninggalkan pekerjaan di kalangan pekerja, Persepsi terhadap sokongan organisasi, Amalan pengurusan sumber manusia, pelbagai gaya kepimpinan dan pekerja di kalangan generasi Y.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
DV	Dependent Variables
DW	Durbin Watson
FMM	Federation of Malaysian Manufacturers
GDP	Gross Domestic Product
H1	Hypothesis number one
H2	Hypothesis number two
H3	Hypothesis number three
HR	Human Resource
HRM	Human Resource Management
IV	Independent Variables
KMO	Kaiser-Meyer-Olkin
LMX	Leader Member Exchange
MEF	Malaysian Employees Federation
MIDA	Malaysian Development Investment Authority
MSA	Measurement of Sampling Adequacy
N	Symbol for population
POS	Perceived Organizational Support
PwC	PricewaterhouseCoopers
R²	R Square
SPSS	Statistical Packages for the Social Sciences
USA	United States of America
VIF	Variance Inflation Factor
YEM	Yamaha Electronics Manufacturing
β	Beta

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides a general description of the research which outlines the study based on the research background, problem statement, research objectives, research questions, scope of the study, significance of the study, organization of the thesis and a summary of this chapter. The purpose of this study is to examine the factors including Perceived Organizational Support, Human Resource Practices and Leadership Styles that influence Turnover Intention among Generation Y employees in Selangor manufacturing companies. This study is important for the industry as the company's desire to find talented young people today is challenging and difficult. With the change of the younger employment force from Generation X to Generation Y, companies play an important role in the development and growth of the future generations as well as the success of the organization in the nation. Based on this situation, the employers are able to find ways to reduce turnover intention among Generation Y employees and eventually enable the organization to compete and sustain in the market.

The contents of the thesis is for internal user only

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Appendix 1

Questionnaire- English Version

Dear Participant,

This survey is a part of Master's thesis by Mohd Zaid Mohd Idrus, MHRM candidate at Universiti Utara Malaysia. The purpose of this research is to examine **the influence of perceived organizational support, human resource practices and leadership style on turnover intention among generation-y employees in Selangor manufacturing companies.** You will be asked to complete the questionnaire that will be used only for academic purpose. Moreover, the questionnaire contains the questions regarding your manager's behaviours as well as your perceptions and intentions on the job. Please feel free to express your feelings in an open manner. Your honest response is very important for the success of this project. I assure that your information will be kept CONFIDENTIAL and will be used only in a combined statistical form. No one will have access to your responses, but me. However, if you have any questions concerning this survey, please do not hesitate to ask.

If you have any questions concerning your rights as a research participant, please contact Othman Yeop Abdullah, Graduate School of Business, Universiti Utara Malaysia (www.oyagsb.uum.edu.my).

Thank you very much for your cooperation.

Sincerely,

Mohd Zaid Mohd Idrus

SURVEY QUESTIONNAIRE

INFORMED CONSENT

- The primary objective of this study is to investigate the relationship between **perceived organizational support, human resource practices** (training and development, compensation and benefits, career development and performance appraisal) and **leadership style** (transformational, transactional and laissez-faire) and turnover intention of Generation Y

- Please note that participation in this research project is voluntary, and that the respondent may withdraw from the study at any time.

SECTION A: EMPLOYEE'S TURNOVER INTENTIONS

This section is designed to measure the extent to which you intent to leave with your current employer. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
A1	I often think about quitting.					
A2	It is likely that I will actively look for a new job next year.					
A3	I will probably look for a new job next year.					
A4	I often think of changing my job.					

SECTION B : ORGANIZATIONAL SUPPORT

This section is designed to measure the influence of organizational support on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
B1	The organization values my contribution to its well-being					
B2	The organization strongly considers my goals and values					
B3	I will probably look for a new job next year.					
B4	The organization disregards my best interests when it makes decisions that affect me					
B5	The organization would forgive an honest mistake on my part					

SECTION C : HUMAN RESOURCES PRACTICES

SUB SECTION C (A) : TRAINING AND DEVELOPMENT

This section is designed to measure the influence of Human Resource Practices (Training and Development) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C1A	My organisation provides its employees with good opportunities to undertake in-house job-specific training					
C2A	My organization provides a good environment for new recruits to learn job -specific skills and knowledge					
C3A	My organisation provides it employees with good opportunities to learn general skills and knowledge inside the organisation which may be of use to me in my future career					
C4A	My organisation provides its employees with good opportunities to undertake general training					

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		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	programmes and seminars outside of the organization					
C5A	My organisation provides assistance for its employees to take management training and development courses externally at educational institutions					

SUB SECTION C (B) : COMPENSATION AND BENEFITS

This section is designed to measure the influence of Human Resource Practices (Compensation and benefits) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C1B	I am very satisfied with my salary.					
C2B	My employee's benefits are very good.					
C3B	I receive an additional bonus if I do additional work.					
C4B	I believe that the salaries are fair and there are no favouritism.					

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C5B	Salaries are competitive compared to other similar organizations.					
C6B	There are opportunities for recognition in my job.					

SUB SECTION C (C) : CAREER DEVELOPMENT

This section is designed to measure the influence of Human Resource Practices (Career development) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C1C	Compared to our closest competitors, I feel that there are better chances for internal promotion in my firm					
C2C	The firm possesses mechanisms for internal promotion					
C3C	I consider that I have real options for internal promotion in my organization					

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C4C	I am satisfied with my chances for promotion					
C5C	I feel I have already achieved all I want to achieve in my career					

SUB SECTION C (D) : PERFORMANCE APPRAISAL

This section is designed to measure the influence of Human Resource Practices (Performance Appraisal) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
C1D	I am satisfied with the way my organization provides me with feedback					
C2D	The feedback I receive on how I do my job is highly relevant					
C3D	I think that my organization attempts to conduct performance appraisal the best possible way					
C4D	My organization seems more engaged in providing positive					

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	feedback for good performance than criticizing poor performance					
C5D	Performance appraisal is valuable to me as well as to my organization					

SECTION D : LEADERSHIP STYLE

SUB SECTION D (A) : TRANSFORMATIONAL LEADERSHIP

This section is designed to measure the influence of Leadership Style (Transformational Leadership) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
D1A	I have complete confidence in my manager					
D2A	In my mind, my manager is a symbol of success and accomplishment					
D3A	My manager engages in words and deeds which enhances image of competence					
D4A	My manager serves as a role model for me					

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D5A	In stills pride in being associated with him/her					
D6A	My manager displays extraordinary talent and competence in whatever he/she decides					
D7A	I am ready to trust him/her to overcome any obstacle					
D8A	My manager listens to my concerns					
D9A	My manager makes me aware of strongly held values, ideals, and aspirations which are shared in common					
D10A	My manager shows how to look at problems from new angles					

SUB SECTION D (B) : TRANSACTIONAL LEADERSHIP

*This section is designed to measure the influence of Leadership Style (Transactional Leadership) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (**x**) in the appropriate block.*

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
D1B	Provides me with assistance in exchange for my efforts					
D2B	Discusses in specific terms who is responsible for achieving performance targets					
D3B	Makes clear what one can expect to receive when performance goals are achieved					
D4B	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards					
D5B	Concentrates his/her full attention on dealing with mistakes, complaints, and failures					
D6B	Keeps track of all mistakes					
D7B	Directs my attention towards					

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	failures to meet standards					
D8B	Fails to interfere until problems become serious					
D9B	Waits for things to go wrong before taking action					
D10B	Shows that he/she is a firm believer in "if it ain't broke, don't fix it"					

SUB SECTION D (C) : LAISSEZ - FAIRE

This section is designed to measure the influence of Leadership Style (Laissez-faire) on turnover intention among generation Y employees in Selangor Manufacturing Companies. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
D1C	Leadership should be inspirational.					
D2C	My leader has power to influence workers and that comes from his status and position.					
D3C	My leader makes vague explanations of what is expected from subordinates.					

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D4C	My leader asks subordinates for suggestion on what assignments to be made.					

SECTION E: DEMOGRAPHIC DETAILS

In this section, we would like to find out and know a little more about you. You are requested to put a cross (x) in the appropriate block.

E1. Please indicate your age category.	
Younger than 20	*1*
21-29	*2*
30-39	*3*

E2. Please indicate your gender			
Male	*1*	*Female*	*2*

E3. Please indicate your position.	
Non-Executives	1
Executives	2

E4. Please indicate your highest academic qualification.	
SPM	1
Diploma	2
Bachelor Degree	3
Master Degree	4
PhD	5

E5. How many years have you been working with your current employer?	
Less than 1 year	1
1-5 years	2
6-10 years	3

11-15 years	4
16-20 years	5
More than 20 years	6

A6. What is the current status of your contract of employment?	
Permanent (Indefinite)	1
Fixed	2
Temporary	3

Thank you for taking time to complete this survey

Appendix 2

Analysis of Respondent's Profile

Frequencies

<div align="center">

Statistics

		Age	Gender	Position	Highest academic qualification	Number of years working with current employer	Current status of employment
N	Valid	177	177	177	177	177	177
	Missing	0	0	0	0	0	0

</div>

<div align="center">

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Younger than 20	4	2.3	2.3	2.3
	21-29	101	57.1	57.1	59.4
	30-39	72	40.7	40.7	100
	Total	177	100.0	100.0	

</div>

<div align="center">

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	90	50.8	50.8	50.8
	Female	87	49.2	49.2	100.0
	Total	177	100.0	100.0	

</div>

<div align="center">

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Executives	73	41.2	41.2	41.2
	Executives	101	57.1	57.1	98.3
	No respond	3	1.7	1.7	100.0
	Total	177	100.0	100.0	

</div>

Highest academic qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	32	18.1	18.1	18.1
	Diploma	48	27.1	27.1	45.2
	Bachelor Degree	83	46.9	46.9	92.1
	Master Degree	13	7.3	7.3	99.4
	No respond	1	.6	.6	100.0
	Total	177	100.0	100.0	

Number of years working with current employer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	17	9.6	9.6	9.6
	1-5 years	61	34.5	34.5	44.1
	6-10 years	41	23.2	23.2	67.2
	11-15 years	16	9.0	9.0	76.3
	16-20 years	22	12.4	12.4	88.7
	More than 20 years	20	11.3	11.3	100.0
	Total	177	100.0	100.0	

Current status of employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent (Indefinite)	121	68.4	68.4	68.4
	Fixed	30	16.9	16.9	85.3
	Temporary	23	13.0	13.0	98.3
	No respond	3	1.7	1.7	100.0
	Total	177	100.0	100.0	

Appendix 3

Reliability Test

RELIABILITY TEST

DV = Employee Turnover Intention

Reliability Statistics

Cronbach's Alpha	N of Items
.933	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I often think about quitting	9.1073	9.778	.822	.919
It is likely that i will actively look for a new job next	9.0226	9.340	.872	.903
I will probably look for a new job next year	9.0056	9.403	.852	.909
I often think of changing my job	8.9831	9.414	.824	.919

IV = POS

Reliability Statistics

Cronbach's Alpha	N of Items
.663	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The organization values my contribution to its well-being	12.8870	6.146	.467	.590
The organization strongly considers my goals and values	12.8249	6.236	.442	.601
I will probably look for a new job next year	12.9548	6.305	.277	.684
The organization disregards my best interests when it makes decisions that affect me	12.9605	5.754	.432	.605
The organization would forgive an honest mistake on my part	12.7119	6.070	.504	.575

IV = Training & Development

Reliability Statistics

Cronbach's Alpha	N of Items
.939	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My organization provides its employees with good opportunities to undertake in-house job-specific training	13.3107	11.647	.840	.925
My organization provides a good environment for new recruits to learn job-specific skills and knowledge	13.2316	11.963	.817	.929
My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	13.2486	11.665	.847	.924
My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	13.3955	11.320	.847	.924

My organization provides assistance for its employees to take management training and development courses externally at educational institutions	13.3898	11.296	.836	.926

IV = Compensation & Benefit

Reliability Statistics

Cronbach's Alpha	N of Items
.897	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am very satisfied with my salary	14.7910	17.803	.753	.875
My employee's benefits are very good	14.4915	18.320	.625	.894
I receive an additional bonus if i do additional work	14.8305	17.017	.762	.873
I believe that the salaries are fair and there are no favourtism	14.7345	17.594	.723	.879
Salaries are competititve compared to other similar organizations	14.7006	16.984	.773	.871
There are opportunities for recognition in my job	14.5593	17.714	.700	.882

IV = Career Development

Reliability Statistics

Cronbach's Alpha	N of Items
.862	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	12.5537	9.442	.667	.836
The firm possesses mechanisms for internal promotion	12.5141	9.615	.728	.823
I consider that i have real options for internal promotion in my organization	12.5254	9.603	.735	.822
I am satisfied with my chances for promotion	12.5819	8.904	.728	.820
I feel i have already achieved all i want to achieve in my career	12.7627	9.171	.583	.863

IV = Performance Appraisal

Reliability Statistics

Cronbach's Alpha	N of Items
.901	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am satisfied with the way my organization provides me with feedback	12.8475	10.869	.762	.878
The feedback i receive on how i do my job is highly relevant	12.8701	10.534	.827	.864
I think that my organization attempts to conduct performance appraisal the best possible way	12.8531	10.240	.756	.879
My organization seems more engaged in providing positive feedback for good performance than criticizing poor performace	12.8305	10.198	.787	.872
Performance appraisal is valuable to me as well as to my organization	12.6667	11.019	.650	.901

IV = Transformational Leadership

RELIABILITY
 /VARIABLES=D1A D3A D4A D5A D6A D7A D8A D9A D10A
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA
 /SUMMARY=TOTAL.

Reliability Statistics

Cronbach's Alpha	N of Items
.947	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have complete confidence in my manager	26.2825	38.908	.644	.948
My manager engages in words and deeds which enhances image of competence	26.3107	37.624	.796	.940
My manager serves as a role model for me	26.4124	37.505	.806	.940
Instills pride in being associated with him/her	26.4011	37.389	.794	.940
My manager displays extraordinary talent and competence in whatever he/she decides	26.3955	36.263	.841	.938
I am ready to trust him/her to overcome any obstacle	26.4463	36.783	.823	.939
My manager listens to my concerns	26.3277	37.744	.760	.942

My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	26.3785	36.555	.827	.939
My manager shows how to look at problems from new angles	26.3333	37.087	.828	.939

IV = Transactional Leadership

RELIABILITY
 /VARIABLES=D1B D2B D3B D4B D5B D6B D8B D10B
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA
 /SUMMARY=TOTAL.

Reliability Statistics

Cronbach's Alpha	N of Items
.919	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Provides me with assistance in exchange for my efforts	22.4972	25.433	.713	.910
Discusses in specific terms who is responsible for achieving performance targets	22.3898	24.694	.793	.904
Makes clear what one can expect to receive when performance goals are achieved	22.4011	24.617	.799	.903
Focuses attention on irregularities, mistakes, exceptions and deviations from standards	22.4859	24.194	.833	.900
Concentrates his/her full attention on dealing with mistakes, complaints and failures	22.4746	24.421	.801	.903

Keeps track of all mistakes	22.5424	25.341	.713	.910
Fails to interfere until problems become serious	22.7119	26.286	.619	.918
Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	22.6384	26.880	.576	.921

IV = Laissez Faire

Reliability Statistics

Cronbach's Alpha	N of Items
.851	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Leadership should be inspirational	10.5480	6.249	.518	.876
My leader has power to influence workers and that comes from his status and position	10.8870	5.169	.721	.798
My leader makes vague explanations of what is expected from subordinates	11.0000	5.034	.771	.776
My leader ask subordinates for suggestion on what assignments to be made	10.9040	4.905	.765	.778

Appendix 4

Normality Test

NORMALITY TEST

COMPUTE Turnover_Intention=(A1 + A2 + A3 + A4) / 4.
EXECUTE.
COMPUTE POS=(B1 + B2 + B3 + B4 + B5) / 5.
EXECUTE.
COMPUTE TND=(C1A + C2A + C3A + C4A + C5A) / 5.
EXECUTE.
COMPUTE CNB=(C1B + C2B + C3B + C4B + C5B + C6B) / 6.
EXECUTE.
COMPUTE Career_Development=(C1C + C2C + C3C + C4C + C5C) / 5.
EXECUTE.
COMPUTE Performance_Appraisal=(C1D + C2D + C3D + C4D + C5D) / 5.
EXECUTE.
COMPUTE Transformational_leadership=(D1A + D3A + D4A + D5A + D6A +
D7A + D8A + D9A + D10A) / 9.
EXECUTE.
COMPUTE Transactional_leadership=(D1B + D2B + D3B + D4B + D5B + D6B +
D8B + D10B) / 8.
EXECUTE.
COMPUTE Laissez_Faire=(D1C + D2C + D3C + D4C) / 4.
EXECUTE.
DATASET ACTIVATE DataSet2.

SAVE OUTFILE='C:\Users\user\Desktop\backup\Data Kajian Zaid 2017-edited.sav'
 /COMPRESSED.
FREQUENCIES VARIABLES=Turnover_Intention POS TND CNB
Career_Development Performance_Appraisal
  Transformational_leadership Transactional_leadership Laissez_Faire
 /STATISTICS=SKEWNESS SESKEW KURTOSIS SEKURT
 /ORDER=ANALYSIS.

Statistics

		Turnover_ Intention	POS	TND	CNB	Career_ Development	Performance_ Appraisal	Transforma tional_ leadership	Transactional leadership	Laissez Faire
N	Valid	177	177	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0	0	0
Skewness		.049	-.800	-.732	-.234	-.479	-.640	-.662	-.822	-1.139
Std. Error of Skewness		.183	.183	.183	.183	.183	.183	.183	.183	.183
Kurtosis		-.392	2.051	-.023	-.095	.377	.091	.128	.823	1.466
Std. Error of Kurtosis		.363	.363	.363	.363	.363	.363	.363	.363	.363

REDO RELIBILITY TEST FOR IV (POS)

RELIABILITY
  /VARIABLES=B1 B2 B5
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /SUMMARY=TOTAL.

Reliability Statistics

Cronbach's Alpha	N of Items
.760	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The organization values my contribution to its well-being	6.6328	1.893	.708	.538
The organization strongly considers my goals and values	6.5706	1.996	.645	.614
The organization would forgive an honest mistake on my part	6.4576	2.431	.437	.840

AFTER REDO THE RELIABILITY TEST

Statistics

		Turnover_Intention	TND	CNB	Career_Development	Performance_Appraisal	Transformational_leadership	Transactional_leadership	Laissez_Faire	POS1
N	Valid	177	177	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0	0	0
Skewness		.049	-.732	-.234	-.479	-.640	-.662	-.822	-1.139	-.910
Std. Error of Skewness		.183	.183	.183	.183	.183	.183	.183	.183	.183
Kurtosis		-.392	-.023	-.095	.377	.091	.128	.823	1.466	.988
Std. Error of Kurtosis		.363	.363	.363	.363	.363	.363	.363	.363	.363

Appendix 5

Linearity Test

LINEARITY TEST

Graph

y=4.02-0.31*x

y=4.31-0.39*x

Transactional_leadership

$y=3.46-0.14*x$

R² Linear = 0.010

Laissez_Faire

$y=2.46+0.15*x$

R² Linear = 0.013

223
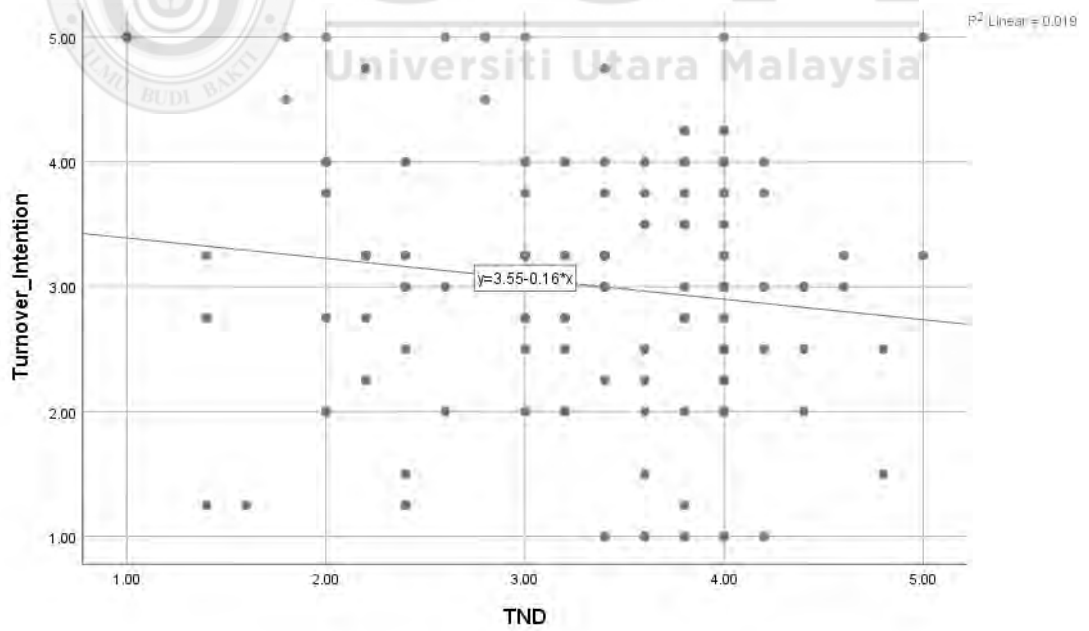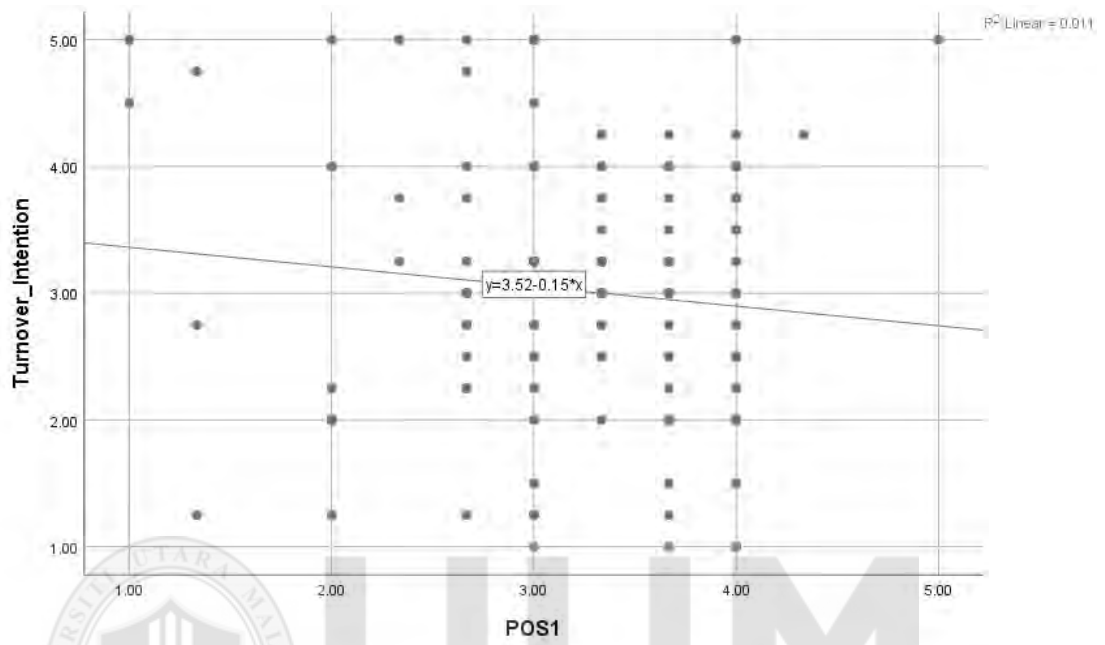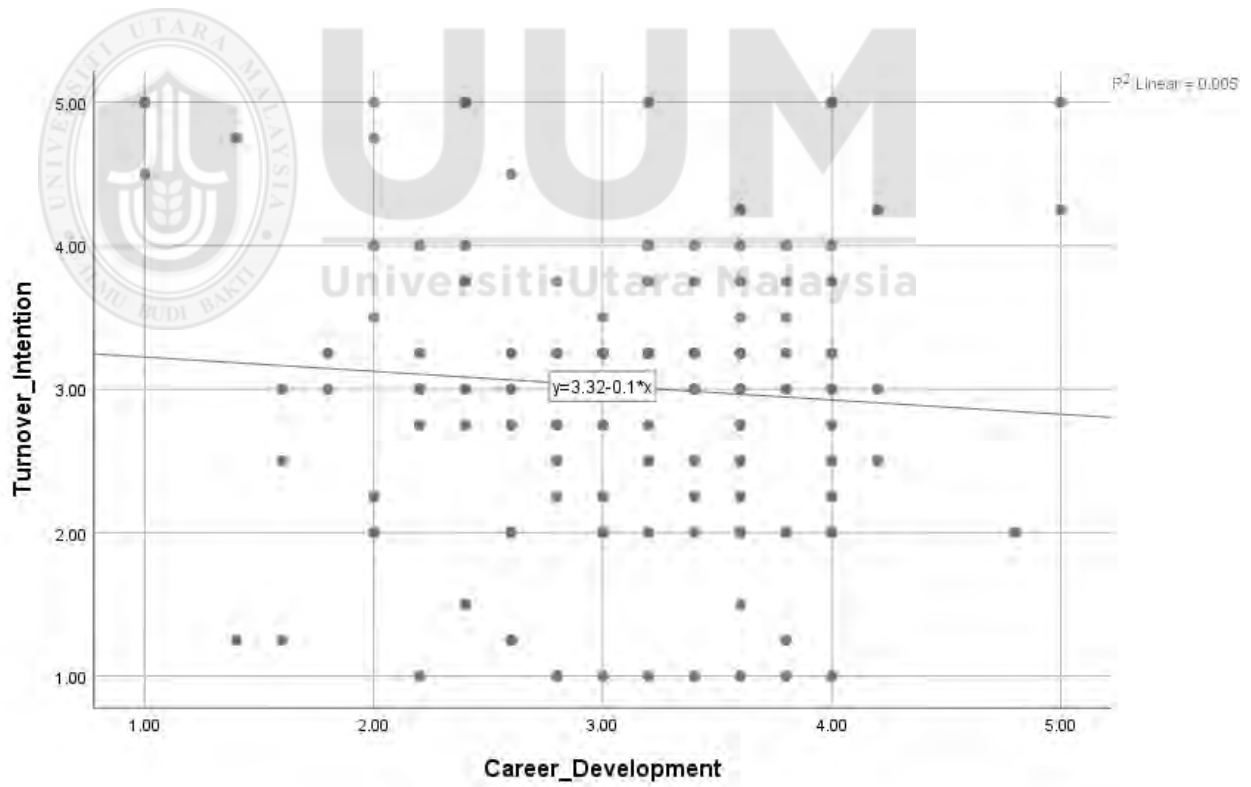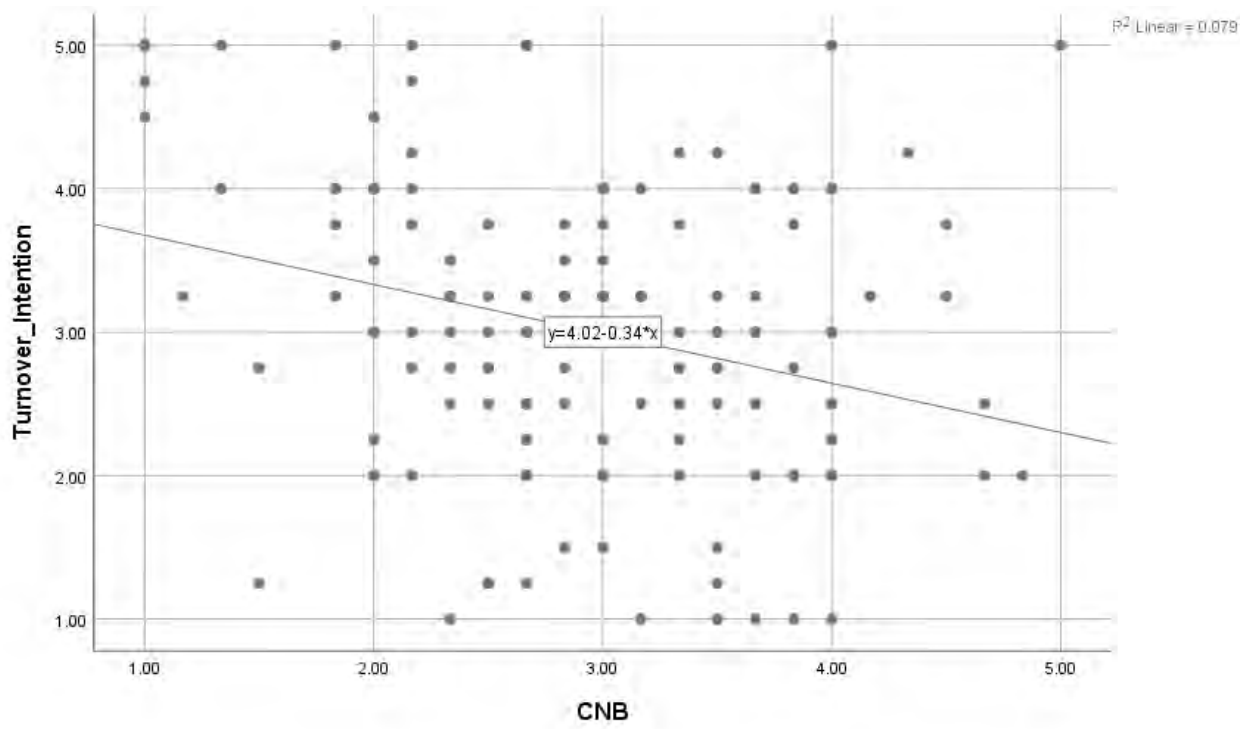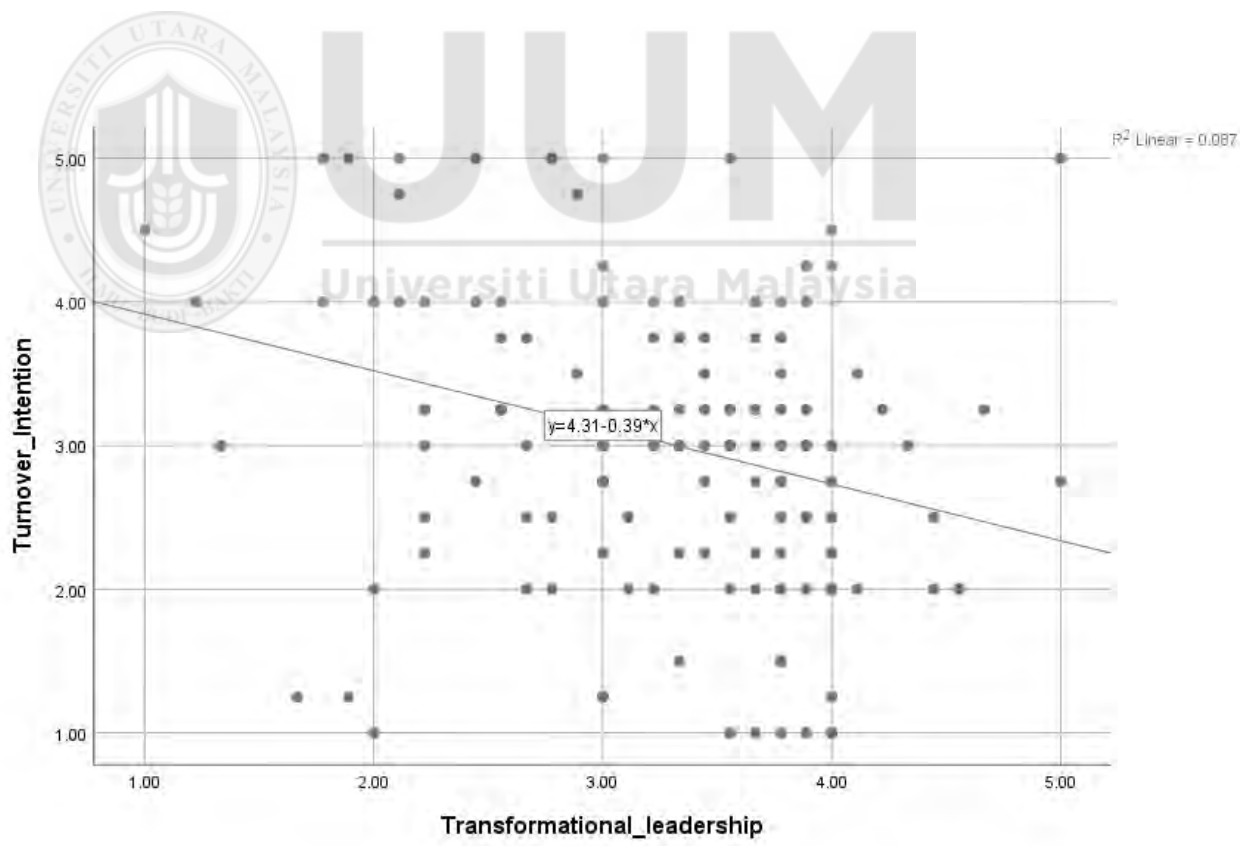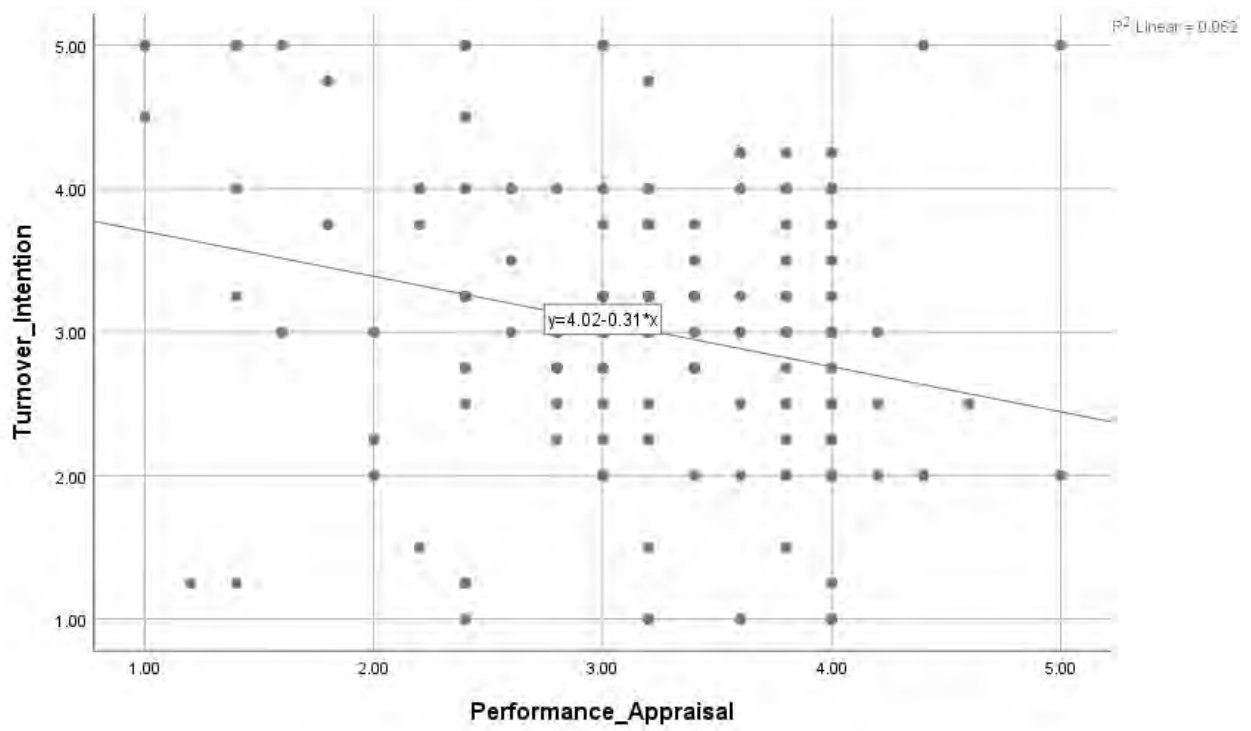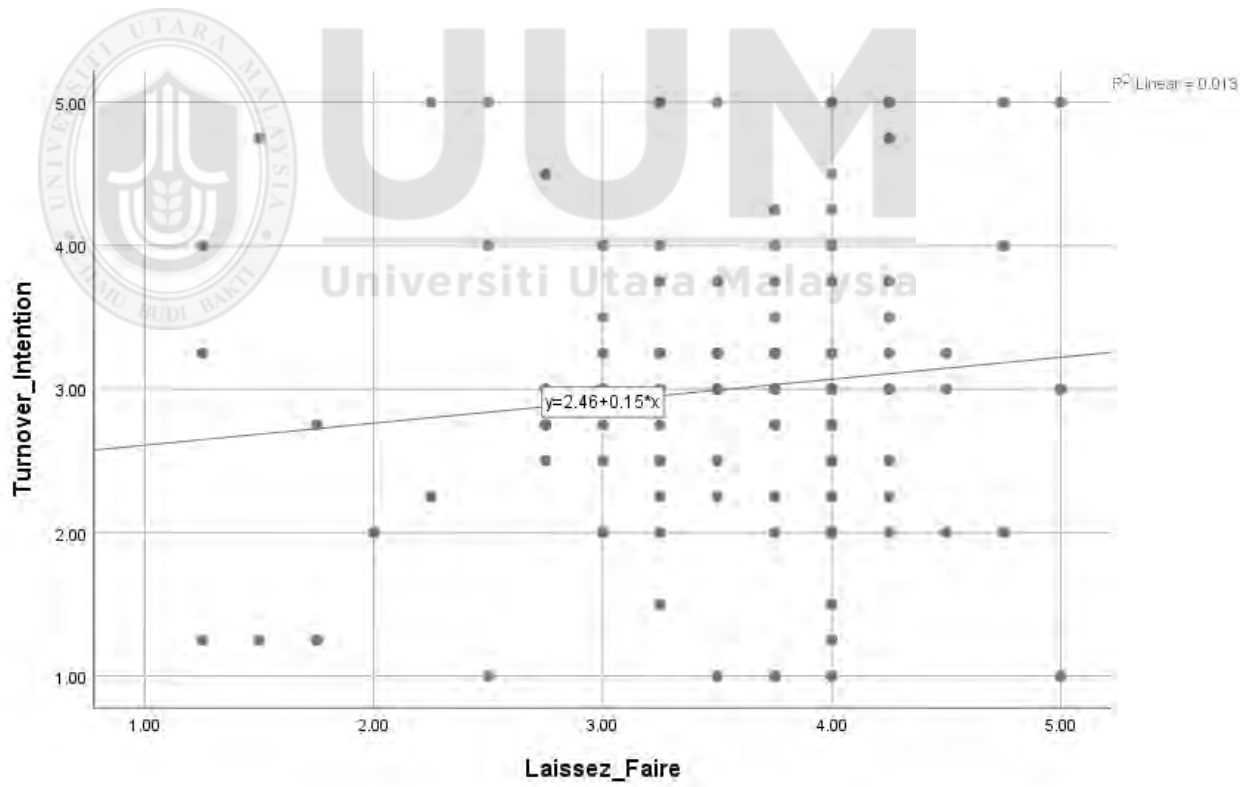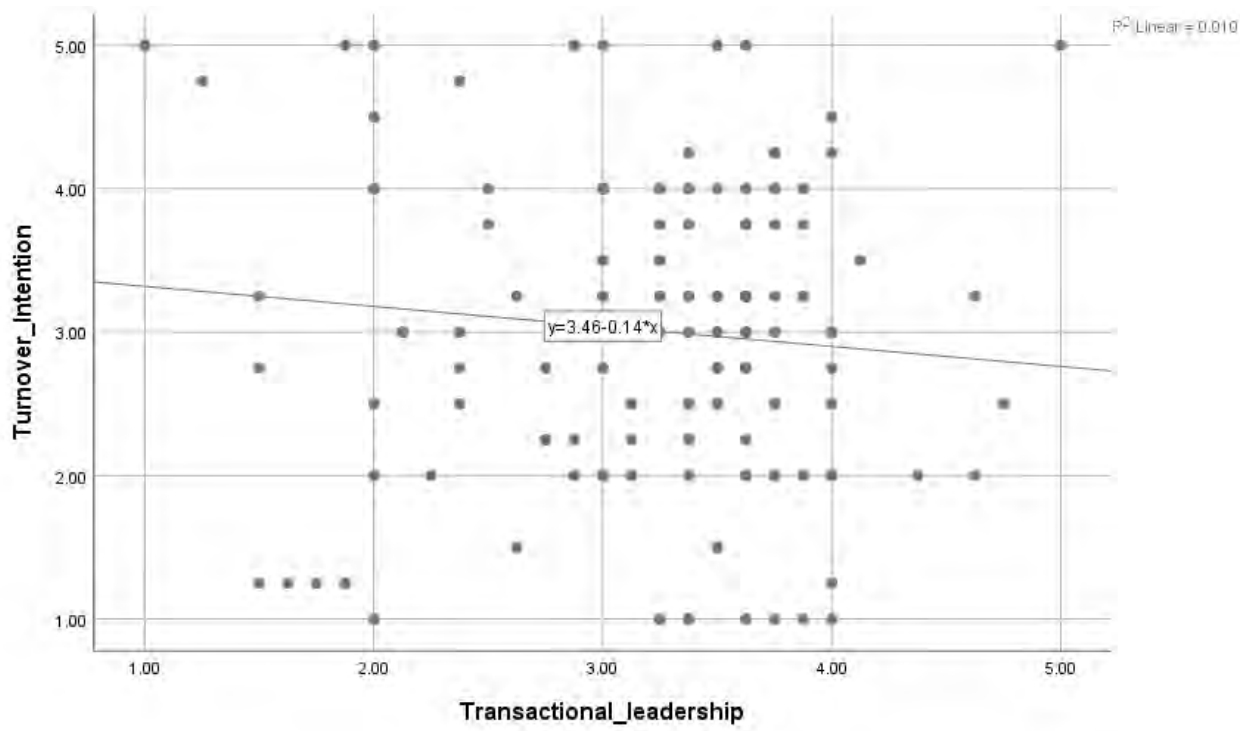
Appendix 6

Multivariate Outliers

Multivariate Outliers

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464[a]	.215	.178	.92073

a. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal

b. Dependent Variable: Turnover_Intention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.000	8	4.875	5.751	.000[b]
	Residual	142.420	168	.848		
	Total	181.420	176			

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.459	.397		8.717	.000
	TND	.098	.134	.082	.733	.465
	CNB	-.260	.123	-.212	-2.105	.037
	Career_Development	.058	.138	.043	.420	.675
	Performance_Appraisal	-.154	.160	-.122	-.962	.337
	Transformational_leadership	-.499	.157	-.374	-3.173	.002
	Transactional_leadership	.116	.172	.082	.677	.499
	Laissez_Faire	.436	.134	.323	3.252	.001
	POS1	-.002	.159	-.001	-.013	.989

a. Dependent Variable: Turnover_Intention

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2758	4.3892	3.0099	.47073	177
Std. Predicted Value	-1.559	2.930	.000	1.000	177
Standard Error of Predicted Value	.086	.438	.195	.073	177
Adjusted Predicted Value	2.0968	4.2711	3.0071	.47155	177
Residual	-2.26330	2.57209	.00000	.89956	177
Std. Residual	-2.458	2.794	.000	.977	177
Stud. Residual	-2.523	2.879	.001	1.004	177
Deleted Residual	-2.38451	2.73206	.00275	.95131	177
Stud. Deleted Residual	-2.565	2.944	.002	1.011	177
Mahal. Distance	.547	38.757	7.955	6.944	177
Cook's Distance	.000	.113	.007	.013	177
Centered Leverage Value	.003	.220	.045	.039	177

a. Dependent Variable: Turnover_Intention

```
EXAMINE VARIABLES=MAH_1
 /PLOT BOXPLOT STEMLEAF
 /COMPARE GROUPS
 /STATISTICS DESCRIPTIVES EXTREME
 /CINTERVAL 95
 /MISSING LISTWISE
 /NOTOTAL.
```

Explore

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	177	100.0%	0	0.0%	177	100.0%

Descriptives

			Statistic	Std. Error
Mahalanobis Distance	Mean		7.9548023	.52194324
	95% Confidence Interval for Mean	Lower Bound	6.9247293	
		Upper Bound	8.9848752	
	5% Trimmed Mean		7.2316250	
	Median		6.0064022	
	Variance		48.219	
	Std. Deviation		6.94400313	
	Minimum		.54665	
	Maximum		38.75664	
	Range		38.20999	
	Interquartile Range		7.53242	
	Skewness		1.738	.183
	Kurtosis		3.863	.363

Extreme Values

			Case Number	Value
Mahalanobis Distance	Highest	1	83	38.75664
		2	85	38.75664
		3	67	28.54570
		4	61	26.88569
		5	84	25.80947
	Lowest	1	38	.54665
		2	21	.64881
		3	125	.67993
		4	40	.73081
		5	170	.84583

Mahalanobis Distance Stem-and-Leaf Plot

```
 Frequency    Stem &  Leaf

    27.00     0 . 000001111111111111111111111
    40.00     0 . 2222222222222222222222233333333333333333
    20.00     0 . 44444444445555555555
    24.00     0 . 666666666666677777777777
    19.00     0 . 8888888889999999999
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227

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 8.00     1 . 00001111
 9.00     1 . 222223333
 8.00     1 . 44444555
 8.00     1 . 66666777
 1.00     1 . 8
 2.00     2 . 01
11.00 Extremes   (>=21)
```

Stem width: 10.00000
Each leaf: 1 case(s)

Mahalanobis Distance
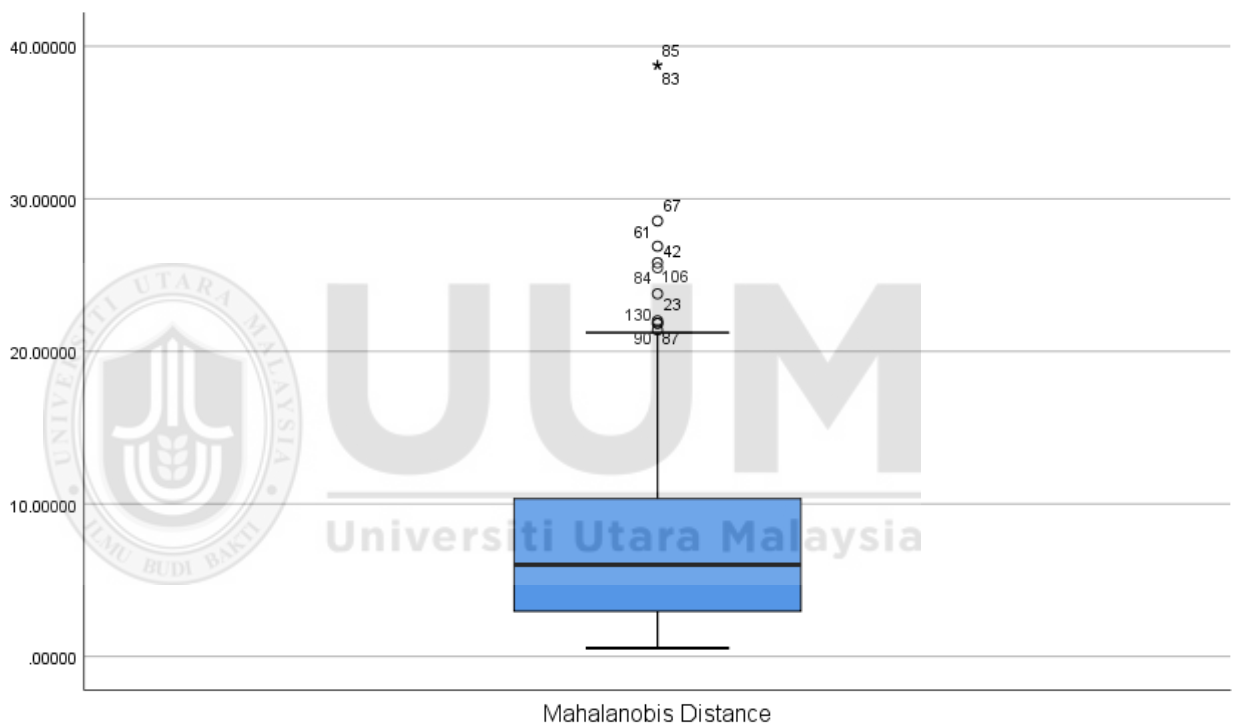
DIDAPATI ADA 11 ORANG RESPONDEN YANG EKSTRIM DAN PERLU
DIBUANG DARIPADA SENARAI DATA

BERIKUT ADALAH NOMBOR RESPONDEN YANG TERLIBAT :
130, 106, 90, 87, 85, 84, 83, 67, 61, 42, 23 (JUMLAH 11)

REGRESSION
 /MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT Turnover_Intention

/METHOD=ENTER TND CNB Career_Development Performance_Appraisal
Transformational_leadership
   Transactional_leadership Laissez_Faire POS1
 /SAVE MAHAL.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438[a]	.192	.151	.91566

a. Predictors: (Constant), POS1, Laissez_Faire, CNB,
Transformational_leadership, Career_Development, TND,
Transactional_leadership, Performance_Appraisal
b. Dependent Variable: Turnover_Intention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.235	8	3.904	4.657	.000[b]
	Residual	131.635	157	.838		
	Total	162.870	165			

a. Dependent Variable: Turnover_Intention
b. Predictors: (Constant), POS1, Laissez_Faire, CNB,
Transformational_leadership, Career_Development, TND,
Transactional_leadership, Performance_Appraisal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.174	.429		7.396	.000
	TND	.119	.153	.092	.779	.437
	CNB	-.193	.137	-.149	-1.406	.162
	Career_Development	-.162	.166	-.122	-.976	.331
	Performance_Appraisal	-.102	.188	-.081	-.543	.588
	Transformational_leadership	-.616	.186	-.443	-3.309	.001
	Transactional_leadership	.485	.216	.318	2.251	.026
	Laissez_Faire	.343	.155	.252	2.216	.028
	POS1	.015	.179	.010	.081	.936

a. Dependent Variable: Turnover_Intention

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8957	4.2447	2.9608	.43509	166
Std. Predicted Value	-2.448	2.951	.000	1.000	166
Standard Error of Predicted Value	.093	.363	.202	.068	166
Adjusted Predicted Value	1.8755	4.2100	2.9594	.44071	166
Residual	-2.21601	2.38083	.00000	.89319	166
Std. Residual	-2.420	2.600	.000	.975	166
Stud. Residual	-2.488	2.690	.001	1.005	166
Deleted Residual	-2.34195	2.54835	.00146	.94829	166
Stud. Deleted Residual	-2.530	2.745	.001	1.012	166
Mahal. Distance	.723	24.942	7.952	5.789	166
Cook's Distance	.000	.069	.007	.013	166
Centered Leverage Value	.004	.151	.048	.035	166

a. Dependent Variable: Turnover_Intention

```
EXAMINE VARIABLES=MAH_2
  /PLOT BOXPLOT STEMLEAF
  /COMPARE GROUPS
  /STATISTICS DESCRIPTIVES EXTREME
  /CINTERVAL 95
  /MISSING LISTWISE
  /NOTOTAL.
```

Explore

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	166	100.0%	0	0.0%	166	100.0%

Descriptives

			Statistic	Std. Error
Mahalanobis Distance	Mean		7.9518072	.44934069
	95% Confidence Interval for Mean	Lower Bound	7.0646085	
		Upper Bound	8.8390060	
	5% Trimmed Mean		7.5778867	
	Median		6.4452413	
	Variance		33.517	
	Std. Deviation		5.78934979	
	Minimum		.72336	
	Maximum		24.94246	
	Range		24.21910	
	Interquartile Range		7.94563	
	Skewness		.846	.188
	Kurtosis		-.137	.375

Extreme Values

			Case Number	Value
Mahalanobis Distance	Highest	1	96	24.94246
		2	74	22.89126
		3	11	21.99613
		4	147	21.44252
		5	141	21.30162
	Lowest	1	37	.72336
		2	21	.73979
		3	39	.77582
		4	115	.82090
		5	166	1.13121[a]

a. Only a partial list of cases with the value 1.13121 are shown in the table of lower extremes.

Mahalanobis Distance Stem-and-Leaf Plot

Frequency   Stem & Leaf

```
 22.00      0 . 0000111111111111111111
 34.00      0 . 2222222222222222223333333333333333
 23.00      0 . 44444444444444444455555
 14.00      0 . 66666677777777
 23.00      0 . 88888888899999999999999
```

```
12.00      1 .  000000011111
11.00      1 .  22233333333
 7.00      1 .  4444455
 8.00      1 .  66777777
 5.00      1 .  88899
 5.00      2 .  01111
 1.00      2 .  2
 1.00 Extremes    (>=25)
```

Stem width: 10.00000
Each leaf: 1 case(s)

Mahalanobis Distance
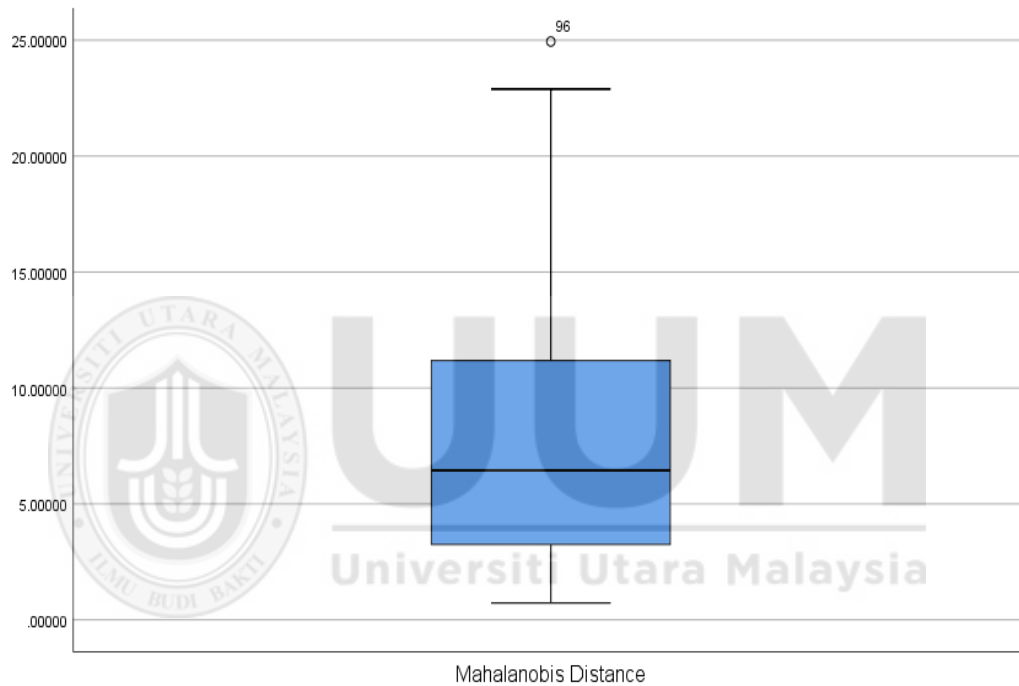
DARIPADA KEPUTUSAN DI ATAS, DILIHAT MASIH ADA SEORANG LAGI
RESPONDEN YANG EKSTRIM DAN PERLU DIBUANG DARIPADA
SENARAI DATA.

NOMBOR RESPONDEN IALAH 96

```
REGRESSION
 /MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT Turnover_Intention
```

/METHOD=ENTER TND CNB Career_Development Performance_Appraisal
Transformational_leadership
  Transactional_leadership Laissez_Faire POS1
 /SAVE MAHAL.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437[a]	.191	.149	.91853

a. Predictors: (Constant), POS1, Laissez_Faire, CNB,
Transformational_leadership, Career_Development, TND,
Transactional_leadership, Performance_Appraisal
b. Dependent Variable: Turnover_Intention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.040	8	3.880	4.599	.000[b]
	Residual	131.617	156	.844		
	Total	162.657	164			

a. Dependent Variable: Turnover_Intention
b. Predictors: (Constant), POS1, Laissez_Faire, CNB,
Transformational_leadership, Career_Development, TND,
Transactional_leadership, Performance_Appraisal

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.185	.436		7.299	.000
	TND	.116	.155	.089	.751	.454
	CNB	-.193	.138	-.148	-1.397	.164
	Career_Development	-.168	.171	-.125	-.981	.328
	Performance_Appraisal	-.092	.199	-.073	-.464	.643
	Transformational_leadership	-.619	.188	-.444	-3.296	.001
	Transactional_leadership	.482	.218	.312	2.211	.028
	Laissez_Faire	.346	.156	.253	2.213	.028
	POS1	.015	.180	.010	.083	.934

a. Dependent Variable: Turnover_Intention

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Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8979	4.2499	2.9636	.43505	165
Std. Predicted Value	-2.450	2.956	.000	1.000	165
Standard Error of Predicted Value	.095	.350	.204	.068	165
Adjusted Predicted Value	1.8752	4.2155	2.9619	.44097	165
Residual	-2.21495	2.38546	.00000	.89585	165
Std. Residual	-2.411	2.597	.000	.975	165
Stud. Residual	-2.479	2.688	.001	1.005	165
Deleted Residual	-2.34098	2.55640	.00176	.95216	165
Stud. Deleted Residual	-2.521	2.744	.001	1.012	165
Mahal. Distance	.769	22.767	7.952	5.718	165
Cook's Distance	.000	.068	.007	.013	165
Centered Leverage Value	.005	.139	.048	.035	165

a. Dependent Variable: Turnover_Intention

EXAMINE VARIABLES=MAH_3
 /PLOT BOXPLOT STEMLEAF
 /COMPARE GROUPS
 /STATISTICS DESCRIPTIVES EXTREME
 /CINTERVAL 95
 /MISSING LISTWISE
 /NOTOTAL.

Explore

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	165	100.0%	0	0.0%	165	100.0%

Descriptives

			Statistic	Std. Error
Mahalanobis Distance	Mean		7.9515152	.44515296
	95% Confidence Interval for Mean	Lower Bound	7.0725452	
		Upper Bound	8.8304851	
	5% Trimmed Mean		7.5971174	
	Median		6.5442441	
	Variance		32.697	
	Std. Deviation		5.71809326	
	Minimum		.76923	
	Maximum		22.76731	
	Range		21.99808	
	Interquartile Range		7.84536	
	Skewness		.808	.189
	Kurtosis		-.263	.376

Extreme Values

			Case Number	Value
Mahalanobis Distance	Highest	1	74	22.76731
		2	11	22.57969
		3	146	21.87671
		4	144	21.67007
		5	140	21.37852
	Lowest	1	37	.76923
		2	39	.76925
		3	114	.81250
		4	21	.83214
		5	165	1.13671[a]

a. Only a partial list of cases with the value 1.13671 are shown in the table of lower extremes.

Mahalanobis Distance Stem-and-Leaf Plot
 Frequency   Stem & Leaf

   22.00   0 . 0000111111111111111111
   32.00   0 . 22222222222222222233333333333333

235

```
23.00      0 . 44444444444444444444555
16.00      0 . 6666666777777777
22.00      0 . 8888888899999999999999
13.00      1 . 0000000011111
 7.00      1 . 2223333
11.00      1 . 44444444555
 6.00      1 . 667777
 7.00      1 . 8888999
 4.00      2 . 0111
 1.00      2 . 2
 1.00 Extremes    (>=23)
```

Stem width: 10.00000
Each leaf: 1 case(s)

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Turnover_Intention
  /METHOD=ENTER TND CNB Career_Development Performance_Appraisal
Transformational_leadership
   Transactional_leadership Laissez_Faire POS1
  /SAVE MAHAL.
```

Mahalanobis Distance

SETELAH DIUJI LAGI, ADA SATU LAGI RESPONDEN YANG EKSTRIM
IAITU NOMBOR 74

REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT Turnover_Intention
  /METHOD=ENTER TND CNB Career_Development Performance_Appraisal
Transformational_leadership
    Transactional_leadership Laissez_Faire POS1
  /SAVE MAHAL.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	164	100.0%	0	0.0%	164	100.0%

Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437^a	.191	.149	.92124

a. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal
b. Dependent Variable: Turnover_Intention

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.066	8	3.883	4.576	.000^b
	Residual	131.545	155	.849		
	Total	162.611	163			

a. Dependent Variable: Turnover_Intention
b. Predictors: (Constant), POS1, Laissez_Faire, CNB, Transformational_leadership, Career_Development, TND, Transactional_leadership, Performance_Appraisal

Coefficients^a

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.182	.438		7.269	.000
	TND	.124	.157	.095	.788	.432
	CNB	-.191	.138	-.147	-1.385	.168
	Career_Development	-.174	.173	-.129	-1.004	.317
	Performance_Appraisal	-.086	.201	-.067	-.425	.671
	Transformational_leadership	-.634	.195	-.454	-3.247	.001
	Transactional_leadership	.498	.226	.321	2.206	.029
	Laissez_Faire	.336	.160	.246	2.093	.038
	POS1	.014	.180	.009	.079	.937

a. Dependent Variable: Turnover_Intention

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8816	4.2542	2.9649	.43657	164
Std. Predicted Value	-2.482	2.953	.000	1.000	164
Standard Error of Predicted Value	.096	.350	.205	.068	164
Adjusted Predicted Value	1.8690	4.2203	2.9633	.44239	164
Residual	-2.22062	2.38056	.00000	.89834	164
Std. Residual	-2.410	2.584	.000	.975	164
Stud. Residual	-2.479	2.676	.001	1.005	164
Deleted Residual	-2.34807	2.55207	.00159	.95553	164
Stud. Deleted Residual	-2.521	2.731	.001	1.012	164
Mahal. Distance	.779	22.543	7.951	5.689	164
Cook's Distance	.000	.069	.007	.013	164
Centered Leverage Value	.005	.138	.049	.035	164

a. Dependent Variable: Turnover_Intention

EXAMINE VARIABLES=MAH_4
  /PLOT BOXPLOT STEMLEAF
  /COMPARE GROUPS
  /STATISTICS DESCRIPTIVES EXTREME
  /CINTERVAL 95
  /MISSING LISTWISE
  /NOTOTAL.

Explore

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Mahalanobis Distance	164	100.0%	0	0.0%	164	100.0%

Descriptives

			Statistic	Std. Error
Mahalanobis Distance	Mean		7.9512195	.44424193
	95% Confidence Interval for Mean	Lower Bound	7.0740085	
		Upper Bound	8.8284306	
	5% Trimmed Mean		7.6007696	
	Median		6.4443492	
	Variance		32.366	
	Std. Deviation		5.68907253	
	Minimum		.77902	
	Maximum		22.54299	
	Range		21.76397	
	Interquartile Range		7.96272	
	Skewness		.805	.190
	Kurtosis		-.257	.377

Extreme Values

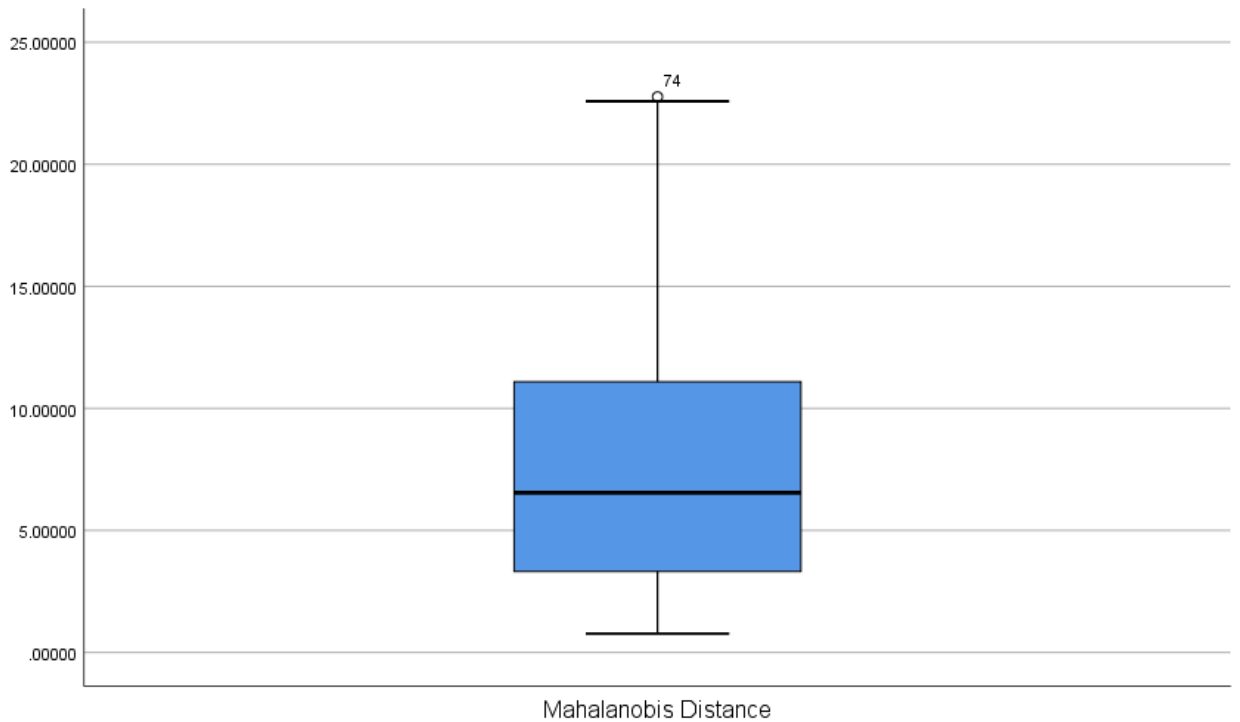|			Case Number	Value
Mahalanobis Distance	Highest	1	11	22.54299
		2	139	22.09775
		3	143	21.91346
		4	145	21.84551
		5	79	21.78564
	Lowest	1	39	.77902
		2	37	.78341
		3	113	.80220
		4	21	.85261
		5	164	1.13027[a]

a. Only a partial list of cases with the value 1.13027 are shown in the table of lower extremes.

Mahalanobis Distance Stem-and-Leaf Plot

Frequency   Stem & Leaf

  22.00   0 . 000011111111111111111111
  32.00   0 . 22222222222222223333333333333333
  22.00   0 . 4444444444444444455555
  16.00   0 . 6666666677777777
  23.00   0 . 88888888999999999999999
  12.00   1 . 000000001111

```
 6.00      1 . 222233
13.00       1 . 4444444445555
 5.00      1 . 67777
 6.00      1 . 888899
 5.00      2 . 00111
 2.00      2 . 22
```

Stem width: 10.00000
Each leaf: 1 case(s)

Mahalanobis Distance
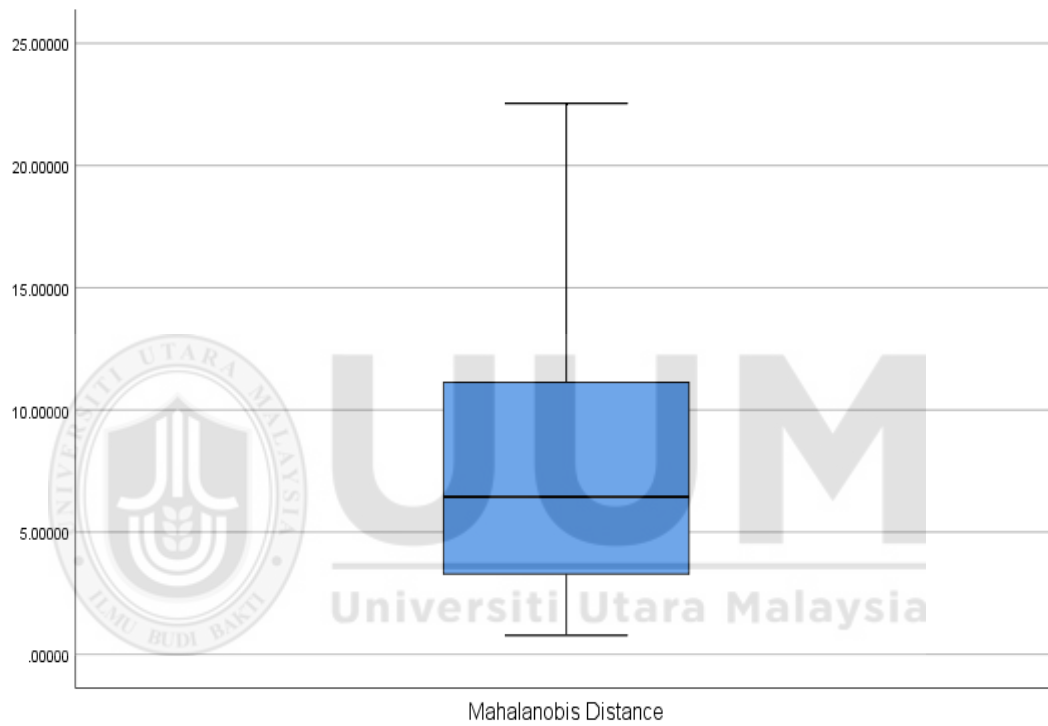
UJIAN TERAKHIR MENUNJUKKAN SEMUA RESPONDEN YANG EKSTRIM
TELAH DIBUANG DARIPADA DATA

Appendix 7

Factor Analysis

Factor Analysis

DV = EMPLOYEE TURNOVER INTENTION

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.802
Bartlett's Test of Sphericity	Approx. Chi-Square	583.167
	df	6
	Sig.	.000

Anti-image Matrices

		I often think about quitting	It is likely that i will actively look for a new job next	I will probably look for a new job next year	I often think of changing my job
Anti-image Covariance	I often think about quitting	.281	-.115	.017	-.112
	It is likely that i will actively look for a new job next	-.115	.196	-.121	-.003
	I will probably look for a new job next year	.017	-.121	.222	-.109
	I often think of changing my job	-.112	-.003	-.109	.290
Anti-image Correlation	I often think about quitting	.817[a]	-.491	.070	-.394
	It is likely that i will actively look for a new job next	-.491	.773[a]	-.578	-.012
	I will probably look for a new job next year	.070	-.578	.783[a]	-.430
	I often think of changing my job	-.394	-.012	-.430	.841[a]

a. Measures of Sampling Adequacy(MSA)

243

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.360	83.992	83.992	3.360	83.992	83.992
2	.274	6.844	90.836			
3	.251	6.286	97.122			
4	.115	2.878	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
It is likely that i will actively look for a new job next	.935
I will probably look for a new job next year	.922
I often think of changing my job	.906
I often think about quitting	.903

Extraction Method: Principal Component Analysis.

a. 1 components extracted.
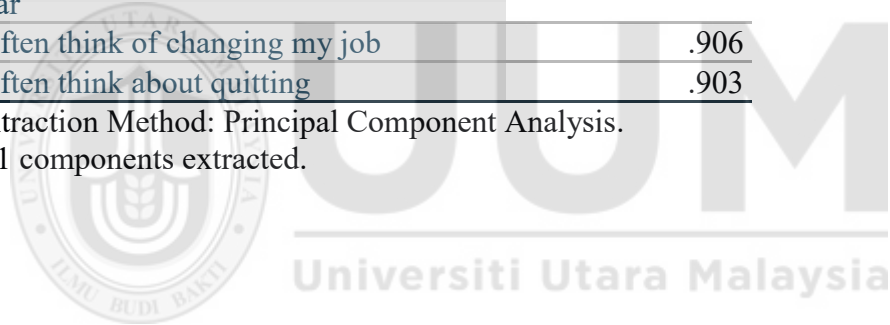
IV = POS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.678
Bartlett's Test of Sphericity	Approx. Chi-Square	159.566
	df	3
	Sig.	.000

Anti-image Matrices

		The organization values my contribution to its well-being	The organization strongly considers my goals and values	The organization would forgive an honest mistake on my part
Anti-image Covariance	The organization values my contribution to its well-being	.485	-.287	-.177
	The organization strongly considers my goals and values	-.287	.513	-.121
	The organization would forgive an honest mistake on my part	-.177	-.121	.695
Anti-image Correlation	The organization values my contribution to its well-being	.637[a]	-.574	-.304
	The organization strongly considers my goals and values	-.574	.653[a]	-.203
	The organization would forgive an honest mistake on my part	-.304	-.203	.792[a]

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.132	71.068	71.068	2.132	71.068	71.068
2	.553	18.420	89.488			
3	.315	10.512	100.000			

Extraction Method: Principal Component Analysis.

Component Matrixᵃ

	Component 1
The organization values my contribution to its well-being	.882
The organization strongly considers my goals and values	.865
The organization would forgive an honest mistake on my part	.779

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

IV = TND

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	656.743
	df	10
	Sig.	.000

Anti-image Matrices

		My organization provides its employees with good opportunities to undertake in-house job-specific training	My organization provides a good environment for new recruits to learn job-specific skills and knowledge	My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	My organization provides assistance for its employees to take management training and development courses externally at educational institutions
Anti-image Covariance	My organization provides its employees with good opportunities to undertake in-house job-specific training	.342	-.079	-.038	-.091	-.052
	My organization provides a good environment for new recruits to learn job-specific skills and knowledge	-.079	.271	-.156	.003	-.037
	My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	-.038	-.156	.266	-.049	-.028

	My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	-.091	.003	-.049	.295	-.153
	My organization provides assistance for its employees to take management training and development courses externally at educational institutions	-.052	-.037	-.028	-.153	.313
Anti-image Correlation	My organization provides its employees with good opportunities to undertake in-house job-specific training	.916[a]	-.260	-.127	-.286	-.158
	My organization provides a good environment for new recruits to learn job-specific skills and knowledge	-.260	.834[a]	-.581	.012	-.129
	My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	-.127	-.581	.846[a]	-.174	-.097

My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	-.286	.012	-.174	.852[a]	-.504
My organization provides assistance for its employees to take management training and development courses externally at educational institutions	-.158	-.129	-.097	-.504	.872[a]

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.901	78.016	78.016	3.901	78.016	78.016
2	.442	8.848	86.864			
3	.287	5.735	92.599			
4	.207	4.133	96.732			
5	.163	3.268	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
My organization provides it employees with good opportunities to learn general skills and knowledge inside the organization which may be use of use to me in my future career	.892
My organization provides a good environment for new recruits to learn job-specific skills and knowledge	.884
My organization provides its employees with good opportunities to undertake general training programmes and seminars outside of the organization	.882

My organization provides its employees with good opportunities to undertake in-house job-specific training	.880
My organization provides assistance for its employees to take management training and development courses externally at educational institutions	.877

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

IV = CNB

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.840
Bartlett's Test of Sphericity	Approx. Chi-Square	506.128
	df	15
	Sig.	.000

Anti-image Matrices

		I am very satisfied with my salary	My employee's benefits are very good	I receive an additional bonus if i do additional work	I believe that the salaries are fair and there are no favourtism	Salaries are competititve compared to other similar organizations	There are opportunities for recognition in my job
Anti-image Covariance	I am very satisfied with my salary	.457	-.167	-.045	-.070	-.063	-.095
	My employee's benefits are very good	-.167	.563	-.157	.118	-.039	-.079
	I receive an additional bonus if i do additional work	-.045	-.157	.379	-.193	-.032	.006
	I believe that the salaries are fair and there are no favourtism	-.070	.118	-.193	.367	-.120	-.064
	Salaries are competititve compared to other similar organizations	-.063	-.039	-.032	-.120	.437	-.150
	There are opportunities for recognition in my job	-.095	-.079	.006	-.064	-.150	.505
Anti-image Correlation	I am very satisfied with my salary	.890[a]	-.330	-.108	-.170	-.140	-.198
	My employee's benefits are very good	-.330	.780[a]	-.339	.259	-.079	-.148
	I receive an additional bonus if i do additional work	-.108	-.339	.814[a]	-.518	-.077	.013

	I believe that the salaries are fair and there are no favourtism	-.170	.259	-.518	.779ᵃ	-.300	-.149
	Salaries are competititve compared to other similar organizations	-.140	-.079	-.077	-.300	.884ᵃ	-.320
	There are opportunities for recognition in my job	-.198	-.148	.013	-.149	-.320	.891ᵃ

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.792	63.198	63.198	3.792	63.198	63.198
2	.727	12.117	75.315			
3	.542	9.037	84.352			
4	.377	6.277	90.629			
5	.342	5.696	96.325			
6	.221	3.675	100.000			

Extraction Method: Principal Component Analysis.

Component Matrixᵃ

	Component 1
I receive an additional bonus if i do additional work	.833
Salaries are competititve compared to other similar organizations	.824
I am very satisfied with my salary	.821
I believe that the salaries are fair and there are no favourtism	.812
There are opportunities for recognition in my job	.786
My employee's benefits are very good	.684

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

IV = Career Development

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.809
Bartlett's Test of Sphericity	Approx. Chi-Square	407.511
	df	10
	Sig.	.000

Anti-image Matrices

		Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	The firm possesses mechanisms for internal promotion	I consider that i have real options for internal promotion in my organization	I am satisfied with my chances for promotion	I feel i have already achieved all i want to achieve in my career
Anti-image Covariance	Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	.454	-.208	-.103	-.011	-.041
	The firm possesses mechanisms for internal promotion	-.208	.416	-.118	-.052	-.009
	I consider that i have real options for internal promotion in my organization	-.103	-.118	.425	-.152	.000
	I am satisfied with my chances for promotion	-.011	-.052	-.152	.400	-.240
	I feel i have already achieved all i want to achieve in my career	-.041	-.009	.000	-.240	.557
Anti-image Correlation	Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	.818[a]	-.479	-.234	-.025	-.081

The firm possesses mechanisms for internal promotion	-.479	.813[a]	-.281	-.127	-.020
I consider that i have real options for internal promotion in my organization	-.234	-.281	.844[a]	-.369	.000
I am satisfied with my chances for promotion	-.025	-.127	-.369	.777[a]	-.509
I feel i have already achieved all i want to achieve in my career	-.081	-.020	.000	-.509	.790[a]

a. Measures of Sampling Adequacy(MSA)
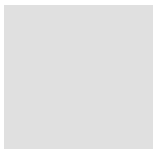
Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.273	65.466	65.466	3.273	65.466	65.466
2	.759	15.187	80.652			
3	.410	8.206	88.858			
4	.292	5.836	94.694			
5	.265	5.306	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
I consider that i have real options for internal promotion in my organization	.847
I am satisfied with my chances for promotion	.837
The firm possesses mechanisms for internal promotion	.832
Compared to our closest competitors, I feel that are better chances for internal promotion in my firm	.807
I feel i have already achieved all i want to achieve in my career	.716

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

IV = Performance Appraisal

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.820
Bartlett's Test of Sphericity	Approx. Chi-Square	618.371
	df	10
	Sig.	.000

Anti-image Matrices

		I am satisfied with the way my organization provides me with feedback	The feedback i receive on how i do my job is highly relevant	I think that my organization attempts to conduct performance appraisal the best possible way	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performace	Performance appraisal is valuable to me as well as to my organization
Anti-image Covariance	I am satisfied with the way my organization provides me with feedback	.214	-.124	.005	-.103	.020
	The feedback i receive on how i do my job is highly relevant	-.124	.180	-.128	-.006	-.028
	I think that my organization attempts to conduct performance appraisal the best possible way	.005	-.128	.361	-.021	-.054

	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performace	-.103	-.006	-.021	.346	-.186
	Performance appraisal is valuable to me as well as to my organization	.020	-.028	-.054	-.186	.523
Anti-image Correlation	I am satisfied with the way my organization provides me with feedback	.792[a]	-.630	.019	-.380	.060
	The feedback i receive on how i do my job is highly relevant	-.630	.768[a]	-.502	-.023	-.093
	I think that my organization attempts to conduct performance appraisal the best possible way	.019	-.502	.867[a]	-.061	-.124

		-.380	-.023	-.061	.846[a]	-.436
	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performace					
	Performance appraisal is valuable to me as well as to my organization	.060	-.093	-.124	-.436	.861[a]

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.700	73.991	73.991	3.700	73.991	73.991
2	.579	11.588	85.579			
3	.371	7.428	93.008			
4	.237	4.746	97.753			
5	.112	2.247	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
The feedback i receive on how i do my job is highly relevant	.920
I am satisfied with the way my organization provides me with feedback	.902
My organization seems more engaged in providing positive feedback for good performance than criticizing poor performace	.864
I think that my organization attempts to conduct performance appraisal the best possible way	.846

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Performance appraisal is valuable to me as well as to my organization	.758

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

IV = Transformational Leadership

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.916
Bartlett's Test of Sphericity	Approx. Chi-Square	1303.827
	df	36
	Sig.	.000

Anti-image Matrices

		I have complete confidence in my manager	My manager engages in words and deeds which enhances image of competence	My manager serves as a role model for me	Instills pride in being associated with him/her	My manager displays extraordinary talent and competence in whatever he/she decides	I am ready to trust him/her to overcome any obstacle	My manager listens to my concerns	My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	My manager shows how to look at problems from new angles
Anti-image Covariance	I have complete confidence in my manager	.299	-.104	.031	.007	-.059	.031	-.026	-.001	-.109
	My manager engages in words and deeds which enhances image of competence	-.104	.268	-.071	-.023	-.044	-.034	.019	-.037	.015
	My manager serves as a role model for me	.031	-.071	.302	-.135	-.051	.055	-.053	.029	-.066
	Instills pride in being associated with him/her	.007	-.023	-.135	.315	-.025	-.056	.043	-.072	.004

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	My manager displays extraordinary talent and competence in whatever he/she decides	-.059	-.044	-.051	-.025	.227	-.113	-.013	-.014	.023
	I am ready to trust him/her to overcome any obstacle	.031	-.034	.055	-.056	-.113	.276	-.067	.010	-.069
	My manager listens to my concerns	-.026	.019	-.053	.043	-.013	-.067	.362	-.130	-.028
	My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	-.001	-.037	.029	-.072	-.014	.010	-.130	.303	-.079
	My manager shows how to look at problems from new angles	-.109	.015	-.066	.004	.023	-.069	-.028	-.079	.261
Anti-image Correlation	I have complete confidence in my manager	.908[a]	-.367	.104	.022	-.228	.108	-.080	-.002	-.392
	My manager engages in words and deeds which enhances image of competence	-.367	.936[a]	-.249	-.080	-.179	-.124	.062	-.130	.056
	My manager serves as a role model for me	.104	-.249	.893[a]	-.437	-.197	.190	-.161	.096	-.237

Instills pride in being associated with him/her	.022	-.080	-.437	.920[a]	-.093	-.190	.127	-.234	.015
My manager displays extraordinary talent and competence in whatever he/she decides	-.228	-.179	-.197	-.093	.923[a]	-.451	-.047	-.054	.094
I am ready to trust him/her to overcome any obstacle	.108	-.124	.190	-.190	-.451	.901[a]	-.213	.035	-.258
My manager listens to my concerns	-.080	.062	-.161	.127	-.047	-.213	.928[a]	-.392	-.091
My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	-.002	-.130	.096	-.234	-.054	.035	-.392	.922[a]	-.280
My manager shows how to look at problems from new angles	-.392	.056	-.237	.015	.094	-.258	-.091	-.280	.914[a]

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.477	71.967	71.967	6.477	71.967	71.967
2	.568	6.307	78.274			

3	.458	5.084	83.358			
4	.403	4.474	87.832			
5	.294	3.263	91.094			
6	.276	3.071	94.165			
7	.209	2.327	96.492			
8	.187	2.079	98.572			
9	.129	1.428	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
My manager displays extraordinary talent and competence in whatever he/she decides	.88
My manager shows how to look at problems from new angles	.87
My manager engages in words and deeds which enhances image of competence	.87
I am ready to trust him/her to overcome any obstacle	.85
My manager makes me aware of strongly held values, ideals and aspirations which are shared in common	.84
I have complete confidence in my manager	.83
Instills pride in being associated with him/her	.82
My manager serves as a role model for me	.82
My manager listens to my concerns	.80

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

IV = Transactional Leadership

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.868
Bartlett's Test of Sphericity	Approx. Chi-Square	825.006
	df	28
	Sig.	.000

Anti-image Matrices

		Provides me with assistance in exchange for my efforts	Discusses in specific terms who is responsible for achieving performance targets	Makes clear what one can expect to receive when performance goals are achieved	Focuses attention on irregularities, mistakes, exceptions and deviations from standards	Concentrates his/her full attention on dealing with mistakes, complaints and failures	Keeps track of all mistakes	Fails to interfere until problems become serious	Shows that he/she is a firm believer in "if it ain't broke, don't fix it"
Anti-image Covariance	Provides me with assistance in exchange for my efforts	.328	-.169	-.063	-.045	.013	.052	-.029	.037
	Discusses in specific terms who is responsible for achieving performance targets	-.169	.272	-.076	.002	-.076	.013	-.040	.022
	Makes clear what one can expect to receive when performance goals are achieved	-.063	-.076	.321	-.111	.030	-.069	.004	-.046

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	Focuses attention on irregularities, mistakes, exceptions and deviations from standards	-.045	.002	-.111	.279	-.133	-.039	.033	-.076
	Concentrates his/her full attention on dealing with mistakes, complaints and failures	.013	-.076	.030	-.133	.333	-.127	-.060	.019
	Keeps track of all mistakes	.052	.013	-.069	-.039	-.127	.480	-.098	-.078
	Fails to interfere until problems become serious	-.029	-.040	.004	.033	-.060	-.098	.579	-.214
	Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	.037	.022	-.046	-.076	.019	-.078	-.214	.608
Anti-image Correlation	Provides me with assistance in exchange for my efforts	.834[a]	-.565	-.195	-.147	.039	.130	-.066	.084
	Discusses in specific terms who is responsible for achieving performance targets	-.565	.842[a]	-.257	.008	-.251	.037	-.100	.054
	Makes clear what one can expect to receive when performance goals are achieved	-.195	-.257	.898[a]	-.370	.092	-.177	.009	-.105

Focuses attention on irregularities, mistakes, exceptions and deviations from standards	-.147	.008	-.370	.872[a]	-.436	-.106	.081	-.186
Concentrates his/her full attention on dealing with mistakes, complaints and failures	.039	-.251	.092	-.436	.865[a]	-.318	-.138	.041
Keeps track of all mistakes	.130	.037	-.177	-.106	-.318	.895[a]	-.186	-.145
Fails to interfere until problems become serious	-.066	-.100	.009	.081	-.138	-.186	.882[a]	-.360
Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	.084	.054	-.105	-.186	.041	-.145	-.360	.859[a]

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.775	59.686	59.686	4.775	59.686	59.686	3.281	41.012	41.012
2	1.089	13.617	73.303	1.089	13.617	73.303	2.583	32.290	73.303
3	.617	7.714	81.016						
4	.505	6.310	87.326						
5	.348	4.346	91.672						
6	.291	3.640	95.312						
7	.212	2.648	97.960						
8	.163	2.040	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1	Component 2
Focuses attention on irregularities, mistakes, exceptions and deviations from standards	.872	-.053
Makes clear what one can expect to receive when performance goals are achieved	.850	-.195
Concentrates his/her full attention on dealing with mistakes, complaints and failures	.837	.035
Discusses in specific terms who is responsible for achieving performance targets	.824	-.399
Provides me with assistance in exchange for my efforts	.755	-.502
Keeps track of all mistakes	.729	.368
Fails to interfere until problems become serious	.668	.408
Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	.605	.578

Extraction Method: Principal Component Analysis.
a. 2 components extracted.

Rotated Component Matrix[a]

	Component 1	Component 2
Provides me with assistance in exchange for my efforts	.901	.094
Discusses in specific terms who is responsible for achieving performance targets	.889	.217
Makes clear what one can expect to receive when performance goals are achieved	.780	.390
Focuses attention on irregularities, mistakes, exceptions and deviations from standards	.706	.514
Concentrates his/her full attention on dealing with mistakes, complaints and failures	.623	.560
Shows that he/she is a firm believer in "if it ain't broke, don't fix it"	.098	.831
Keeps track of all mistakes	.328	.748
Fails to interfere until problems become serious	.256	.740

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 3 iterations.

Component Transformation Matrix

Component	1	2
1	.771	.637
2	-.637	.771

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

IV = Laissez Faire

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.790
Bartlett's Test of Sphericity	Approx. Chi-Square	372.864
	df	6
	Sig.	.000

Anti-image Matrices

		Leadership should be inspirational	My leader has power to influence workers and that comes from his status and position	My leader makes vague explanations of what is expected from subordinates	My leader ask subordinates for suggestion on what assignments to be made
Anti-image Covariance	Leadership should be inspirational	.747	-.144	-.018	-.014
	My leader has power to influnce workers and that comes from his status and position	-.144	.344	-.115	-.109
	My leader makes vague explanations of what is expected from subordinates	-.018	-.115	.299	-.166
	My leader ask subordinates for suggestion on what assignments to be made	-.014	-.109	-.166	.306
Anti-image Correlation	Leadership should be inspirational	.876[a]	-.285	-.038	-.029

My leader has power to influnce workers and that comes from his status and position	-.285	.809[a]	-.360	-.337
My leader makes vague explanations of what is expected from subordinates	-.038	-.360	.762[a]	-.551
My leader ask subordinates for suggestion on what assignments to be made	-.029	-.337	-.551	.767[a]

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.853	71.319	71.319	2.853	71.319	71.319
2	.699	17.476	88.795			
3	.253	6.336	95.131			
4	.195	4.869	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component 1
My leader has power to influnce workers and that comes from his status and position	.904
My leader makes vague explanations of what is expected from subordinates	.902
My leader ask subordinates for suggestion on what assignments to be made	.899
Leadership should be inspirational	.643

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Appendix 8

Correlation Analysis

Correlations

		Turnover_Intention	POS1	TND	CNB	Career_Development	Performance_Appraisal	Transformational_leadership	Management_by_exception_active	Management_by_exception_passive	Laissez_Faire
Turnover_Intention	Pearson Correlation	1	-.101	-.053	-.227**	-.131	-.189*	-.218**	-.053	.146	.115
	Sig. (2-tailed)		.200	.502	.003	.095	.015	.005	.498	.062	.141
	N	164	164	164	164	164	164	164	164	164	164
POS1	Pearson Correlation	-.101	1	.728**	.583**	.653**	.700**	.636**	.626**	.432**	.532**
	Sig. (2-tailed)	.200		.000	.000	.000	.000	.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
TND	Pearson Correlation	-.053	.728**	1	.551**	.561**	.690**	.652**	.625**	.421**	.600**
	Sig. (2-tailed)	.502	.000		.000	.000	.000	.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
CNB	Pearson Correlation	-.227**	.583**	.551**	1	.653**	.684**	.594**	.526**	.380**	.387**
	Sig. (2-tailed)	.003	.000	.000		.000	.000	.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Career_Development	Pearson Correlation	-.131	.653**	.561**	.653**	1	.757**	.593**	.645**	.593**	.548**
	Sig. (2-tailed)	.095	.000	.000	.000		.000	.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Performance_Appraisal	Pearson Correlation	-.189*	.700**	.690**	.684**	.757**	1	.804**	.719**	.514**	.578**
	Sig. (2-tailed)	.015	.000	.000	.000	.000		.000	.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Transformational_leadership	Pearson Correlation	-.218**	.636**	.652**	.594**	.593**	.804**	1	.781**	.500**	.597**
	Sig. (2-tailed)	.005	.000	.000	.000	.000	.000		.000	.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Management_by_exception_active	Pearson Correlation	-.053	.626**	.625**	.526**	.645**	.719**	.781**	1	.631**	.738**
	Sig. (2-tailed)	.498	.000	.000	.000	.000	.000	.000		.000	.000
	N	164	164	164	164	164	164	164	164	164	164
Management_by_exception_passive	Pearson Correlation	.146	.432**	.421**	.380**	.593**	.514**	.500**	.631**	1	.624**
	Sig. (2-tailed)	.062	.000	.000	.000	.000	.000	.000	.000		.000
	N	164	164	164	164	164	164	164	164	164	164
Laissez_Faire	Pearson Correlation	.115	.532**	.600**	.387**	.548**	.578**	.597**	.738**	.624**	1
	Sig. (2-tailed)	.141	.000	.000	.000	.000	.000	.000	.000	.000	
	N	164	164	164	164	164	164	164	164	164	164

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

*. Correlation is significant at the 0.05 level (2-tailed).

Appendix 9

Regression Analysis

Regression

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.461[a]	.213	.167	.91183	1.555

a. Predictors: (Constant), Laissez_Faire, CNB, Management_by_exception_passive, POS1, Transformational_leadership, Career_Development, TND, Management_by_exception_active, Performance_Appraisal

b. Dependent Variable: Turnover_Intention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.569	9	3.841	4.620	.000[b]
	Residual	128.042	154	.831		
	Total	162.611	163			

a. Dependent Variable: Turnover_Intention

b. Predictors: (Constant), Laissez_Faire, CNB, Management_by_exception_passive, POS1, Transformational_leadership, Career_Development, TND, Management_by_exception_active, Performance_Appraisal

Coefficients[a]

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1 (Constant)	2.966	.446		6.654	.000		
POS1	.045	.179	.030	.249	.803	.361	2.769
TND	.135	.156	.103	.867	.387	.363	2.758
CNB	-.188	.137	-.144	-1.372	.172	.462	2.163
Career_Development	-.227	.173	-.168	-1.309	.192	.310	3.228
Performance_Appraisal	-.069	.199	-.054	-.346	.730	.207	4.821
Transformational_leadership	-.539	.199	-.386	-2.712	.007	.252	3.968
Management_by_exception_active	.023	.198	.017	.117	.907	.246	4.059
Management_by_exception_passive	.444	.151	.300	2.945	.004	.492	2.033
Laissez_Faire	.339	.159	.248	2.136	.034	.379	2.638

a. Dependent Variable: Turnover_Intention

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8105	4.2409	2.9649	.46052	164
Residual	-2.33498	2.21513	.00000	.88630	164
Std. Predicted Value	-2.507	2.771	.000	1.000	164
Std. Residual	-2.561	2.429	.000	.972	164

a. Dependent Variable: Turnover_Intention

Scatterplot
Dependent Variable: Turnover_Intention