

The Factors Influence Turnover Intention Among Employees: Empirical Evidence From The Private Communication Service Industry In Kota Kinabalu Sabah

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Abstract

This study was aimed to examine the significant effect of compensation, job satisfaction, emotional well-being and employment engagement on the turnover intention among employees in the telecommunication industry that located in Kota Kinabalu, Sabah. The conceptual framework had been used in this research which it is focused on self-interest utility. The research tool for this study was a questionnaire, and the quantitative research method was utilised in the research design. The data have been examined using Smart PLS Software and SPSS Version 28 (Statistical Package for Social Sciences). The results of this study have been explored in regard to how job satisfaction, compensation, emotional well-being, employee engagement, and supportive environments affect turnover intentions. Additionally, this study discussed on the study's limitations, implications, and recommendations. Conclusion has been drawn from the support of literature that states that variables influence on turnover intention. This research paper also provides valuable guidance for next researcher and practitioners to overcome and improve the current mechanism to reduce turnover intentions.

Keywords: turnover intention, job satisfaction, compensation, emotional well-being, employee engagement, supportive environment

Introduction

According to Lee, Wilson, & Secretary (2001), in the past fifteen years, Malaysia's telecommunications industry has seen a considerable physical and structural shift. The rate of telephone penetration in the nation increased by 540 percent between 1985 and 2000. Importantly, the 1980s saw the privatisation and liberalisation of the industry, ushering in a period of regulatory changes and increased competition. The market structure for the telecommunications industry is constantly changing, as are the institutions and regulatory environment. Privatisation in and of itself is simple, as other nations who have privatised their telecoms are currently discovering.

According to Iridianathan, Wider, Abdullah, & Sam (2023), after COVID-19 just 42% of employees reported being satisfied with their jobs, down from 68% before. In the meantime, the percentage of workers who are currently employed but are not satisfied with their jobs rose from 18% to 40%. "Job satisfaction" and "job happiness" have been used consistently in previous studies. Mwangangi (2014) stated that, turnover is significantly influenced by factors

like salary, perks provided by the employer, enrolment, and work performance. Because workers are typically looking for positions which compensate well, the compensation scale is the most frequent source of a high rate of staff turnover. Another factor contributing to employee departures is the absence of benefits offered by their employer. If workers feel successful and proud of their job, they are more likely to stay with an organization.

Lately, the situation of the turnover intention became serious. Based on the AIA Vitality's 2019 survey stated that bullying at work harmed 20% of Malaysian employees, which made them more stressed out at work. 17,595 workers from 230 firms participated in the poll Azlee (2022). High rates of voluntary turnover are a problem for Malaysian employers; for instance, the voluntary turnover rate in 2017 was 12.8%, compared to a median of 10% in all significant Asia-Pacific markets. In Malaysia, 36% of workers were expected to leave their company within two years Nur Syafiqah Binti Zainal, Khadri, Taib, & Joseph (2022).

Tapola (2016) stated that, customer service and quality might suffer from turnover, and these effects reflect negatively on the business. If quality and customer service are subpar, competitive advantage will be weakened, which increases the likelihood of losing lucrative long-term client relationships and contracts in the sector. An investigation by Sulistyawati and Indrayani (2012) into Purba research found empirical evidence that turnover intention has a direct impact on business productivity. Accordingly, (Suyono, Eliyana, & Ratmawati (2020), staff members who want to leave the firm will work less productively as a whole, which will lower the business's productivity. Employees who want to leave often lack focus and don't exert all of their skills to do quality work.

The main objective of this study is to identify the relationship between compensation, job satisfaction, emotional wellbeing, employment engagement on the turnover intention in communication services industry. Therefore, it is focused on communication services organization in Kota Kinabalu. are associated with high and low turnover intention among the employees through the results of the study shown in this research. It is important to ensure the quality of employment, economic growth and productivity and equality in the companies. As a result, this may aid in identifying a suitable solution to this issue. Furthermore, senior management will particularly benefit from this research. With the help of such elements, they will have a better understanding of their workers, reducing the likelihood that they will leave the organisation. Additionally, by utilising those elements, senior management will be able to inspire the workforce. For instance, if top management is properly implementing human resources management practise, they may be able to keep their staff members.

Literature Review

Overview of Turnover Intention

In the past three decades, there are studies have addressed the issue on employee's turnover intention. Turnover refers to the proportion of employees who leave the organization or company willingly or unwillingly. According to Worrel (2018), employee turnover is the frequency with which employees depart an organization and the frequency with which new employees are hired to take their place. According to Kim et al. (2017), the main reasons why employees quit a firm include concerns with their careers, the company they work for, their jobs, conflicts between their personal and professional lives, and better salary and employment prospects.

Previous studies primarily focused on turnover intention Hosen, M. E. (2022). The intentions for turnover are influenced by a variety of factors that vary somewhat between organisations. AK (2018) asserted that no one factor can be solely blamed for employee turnover intentions and suggested adopting a comprehensive approach to researching variables influencing employee turnover intentions.

Human resource management in international organizations observes the firm's declining wave of the employee's intention as a result of the high employee turnover rate. Employee turnover has been viewed as a severe issue by management and academics, and their main focus has been on figuring out what causes it. Employee turnover and job discontent have a negative association. Retention and employee happiness are undoubtedly the two key pillars that underpin an organization's or company's success. Job discontent may begin as a result of psychological pressures including as excessive workload and a lack of social support from friends or family. Turnover intention can be caused by these stressors Chen et al., (2011).

Measurement of Compensation

According to Siregar & Maryati (2021), all forms of payment made to employees that are related to their employment are part of their remuneration. Besides, in the context of a work connection, "all forms of financial returns and tangible services and benefits employees receive" is how compensation is defined Bhatt & Sharma (2019). There are two types of compensation which is direct and indirect financial compensation. Salary, bonuses, and incentives are all possible forms of compensation. Indirect compensation is supplemental pay that is distributed to all employees in accordance with business policy in an effort to enhance employee wellbeing. Unsatisfactory pay, high demand from other companies, work shifts, and unknown employment status can all lead to a present employee's wish to leave their position. The absenteeism rate and intention to leave the company will go down if employees are satisfied with their pay. Inadequate pay has an effect on the desire to leave Silaban & Syah (2018).

According to Karling, Lee, & Yusop (2022), salary is the highest factors that influencing the turnover intention among employees in the telco sector which is the average was 49.91 both men and women participants. The World Economic Forum (WEF) also conducted its yearly Global Shapers Survey, and of the 30,000 respondents who were under 30 and from different nations, 49.3% agreed that money was the most crucial factor to consider when choosing a job. It is mean an employee who is performing the obligations and receiving a fair wage won't need to look for another employment because their needs will be met by their current wage. Therefore, if salaries increased, people were less willing to migrate, and vice versa. If an employee receives minimal compensation, the employees would like to find a better and more viable work. Siregar & Maryati (2020) and Hung, Lee, & Lee (2018) stated that turnover Intention is negatively and significantly impacted by compensation while Akhtar, et al. (2016) also stated that the majority of industries, compensation is inversely related to intention to turnover.

Job Satisfaction

Job satisfaction can be defined as the perceived fulfilment of employees' expectations and the actual rewards they receive from the organization. If employees feel satisfied with their current job, they are more likely to remain committed to the organization. According to Mobley (2017), job satisfaction has been considered a negative factor that will affect the employees' decision

to leave the company. Conversely, if employees are dissatisfied and encounter job opportunities in other organizations, they may choose to leave. The study conducted by Prawaty et al. (2020), showed that when employees are highly satisfied with their job, they are more likely to perform at their best and contribute to the achievement of the organization's goals. Job satisfaction can influence employee motivation and dedication to their work, which in turn can impact the success of the organization.

Factors in the work environment, such as job security, turnover rates, and lack of advancement opportunities, can significantly influence job satisfaction and turnover intention. A study conducted by Alshmemri et al. (2017), employees who perceive a challenging and supportive work environment are more likely to experience higher job satisfaction and lower turnover intentions. Moreover, the effective implementation of selection, training, and supervisory programs can have a positive impact on employee satisfaction. When managers prioritize these practices, they can increase job satisfaction among employees. Research has consistently shown a negative and significant relationship between job satisfaction and turnover intention. This means that higher job satisfaction is associated with lower turnover intention, indicating that satisfied employees are less likely to leave their current organization. Alshmemri et al. (2017). *Emotional-Being*

A cognitive assessment of life satisfaction and a favourable balance of pleasant to negative affect are both indicators of emotional well-being Langeland (2014). According to Xie, Repositorio (2017), managing one's emotions in order to generate visible facial or bodily expressions is known as emotional labour. In order to hide and regulate their true feelings in interpersonal interactions, people must engage in emotional labour. Even when they are worn out or despondent, they must maintain a positive attitude around others. Cuixain (2019) stated that employee well-being is the culmination of the emotions, impressions, and assessments that employees form in relation to the daily activities they engage in to meet the demands of their jobs. Fu, Shen, & Wei (2020) stated that emotional work may be split into two categories, namely surface acting and deep acting.

Surface acting refers to employees adjusting their outward behaviour in order to demonstrate the emotions desired by the organisation, but their true inner feelings and emotions have not altered. Employees try to adjust their emotional presentation but not the fundamental sensation that underlies it when they experience feelings that they should not express or must depict that aren't truly felt Gelderen, Konijn, & Bakker (2017). Deep acting is the ongoing self-reflection done by workers to align their inner emotions and sentiments with the emotional behaviours expected by the organisation. Employees attempt to control their affective state and ideas to coincide with the feelings that an organisation demands, which indicates that deep acting happens in these situations Lee & Ok (2014).

Employment Engagement

Employee engagement defined as the adherence to a work position among organization members There are several ways to describe employee engagement. Aurora & R.Arta (2016), a worker may also be determined to be engaged at one of three different levels. Employee engagement levels range from engaged to not engaged to disengaged. A productive employee is one that remains at their position for an extended period of time and, most importantly, is consistently the company's representation. Employees that are passionately committed to the organization's aims to be engaged. An unengaged employee is one who appears to be engaging but not with enthusiasm and drive towards the organization's shared objective. Employees who

are disengaged from their jobs are individuals that act unhappily at work Naufer & Kumar (2020).

Engagement is influenced by a variety of factors related to employment and the complete work experience, including both emotional and intellectual factors. The most efficient approach for staff to give back to their employer is via their level of involvement. Depending on the information they receive from their employer, employees will decide whether or not to participate Tripathy & Vidyapeeth (2019). Gupta & Shaheen (2017) highlighted that the modelling of employee turnover behavior should include intention to leave as a significant component. Overall, the biggest predictor of turnover has been identified as intention to turnover. There have been several studies that show a strong correlation between leaving intentions and leaving behavior Hegazy (2019) and Lee & Ok (2014).

Supportive Environment

Yusliza, Faezah, Saputra, & Muhammad (2021) stated that the term "working environment" refers to the environment within an organization where workers carry out their duties. To be successful, the company should design its environment to increase employee engagement, motivation, and perception, which will provide favorable results. To perform effectively and productively, employees must feel that they are in a supportive work environment Hanaysha & J., (2016). The researchers believe that a pleasant workplace would encourage employees to show up for work and give them the drive they needed to complete their tasks Ashraf & M.A., (2018). It also supported by Alias, Zailan, Jahya, Othman, & Sahiq (2019) which is building a positive work environment is crucial for attracting prospects and keeping talented staff. A cooperative working environment with other colleagues concentrating on improving underserved regions so that people may more easily confront ongoing difficulties and a competitive work environment, and where people can work in a place where they can carry out their jobs in calm and secure surroundings. Then, helpful workplace environment has been extensively investigated, and the contributing components include peer, organizational, and supervisory support Kundu, S, C, Lata, & K (2017).

Self Interest Utility Theory

One may argue that self-interest has always been a central theme in economics. The line from Adam Smith's Wealth of Nations regarding the invisible hand—a positive social outcome that results from self-interested behaviour—has been the most often quoted sentence. “He only has his personal advantage in mind when he directs that industry to make goods of the highest value, and in this situation, as in many others, he is guided by an unseen hand to further a goal that was not in his original plans. Additionally, being excluded from society isn't necessarily for the worst. He frequently advances society more effectively by advancing his personal interests than when he genuinely means to. I have never witnessed many people trading for the welfare of the community”. Smith (1776)

In addition to beginning early in the history of the discipline, this commitment to self-interest by economists has persisted over the course of the subsequent two hundred years of economic theorising, continued to shape how economists characterise individual and institutional decision-making, and shaped how economists approach issues of public policy. The social science that primarily examines the effects of people acting in their own self-interest is economics. The essential 2 economic outcomes are sometimes the accidental results of self-

interested activities, and sometimes the relevant repercussions are the planned outcomes of such behaviours. Of course, these unexpected repercussions might be either beneficial (like the invisible hand) or detrimental (like the prisoner's dilemma).

According to Casper & Harris (2008), the self-interest utility model posits that work-life policies influence organizational attachment because employee use of these policies facilitates attachment. An interest-based framework When workers see WLBs as personally beneficial to them, according to Lind & R.Tyler (1998), they strengthen connection. This idea is supported by the results of several investigations. WLBs are more positively seen by employees who stand to benefit from them than by those who do not.

Hands (2021) stated that the importance of self-interest is more about a posited aspect of individual psychology: what should be invoked to persuade someone to do something in particular. However, both passages unmistakably emphasize the significance of self-interest in economic life. The invisible hand text is more concerned with how to achieve certain desired society results, whereas the second section is more concerned with how to inspire individual behavior.

Conceptual Framework

Researcher using Self Interest Utility Theory for this conceptual framework.

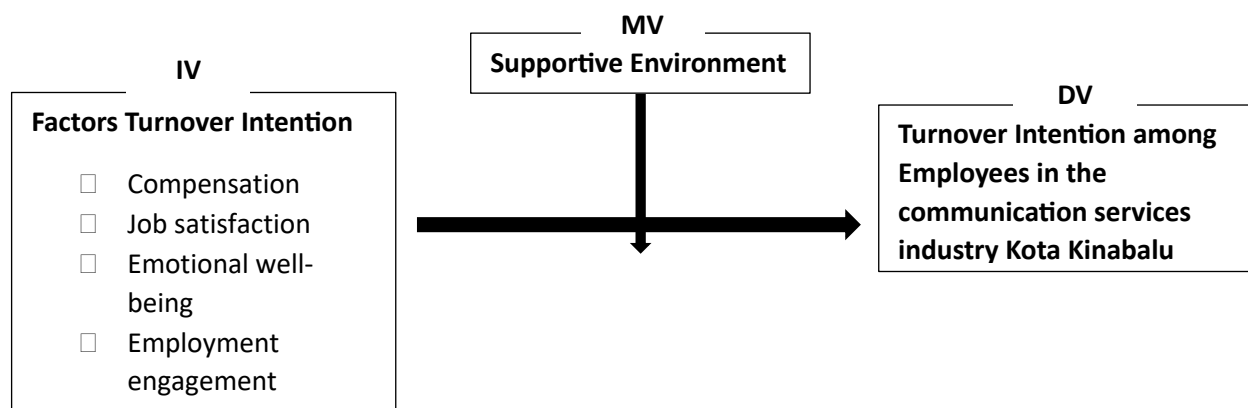


Figure 1: Research Framework of the Study

This paper is using the self-interest utility theory which it is use to identify the factors that influencing the employees in the communication services industry Kota Kinabalu to decide for resign. This theory uses for find out what exactly the employees' interest to the organization. There must be a reason why the employees choose to stay longer or quit in the company. Therefore, this paper is to identify the significant effect of factors that influencing turnover intention among employees in the communication services industry Kota Kinabalu.

Methodology

The study was carried out on 135 respondents from various private telecommunication in Kota Kinabalu, Sabah. Data were gathered from respondents using a questionnaire and the purposive sampling method. To measure all variables, the survey questionnaire was divided into three section. Section A- Demographic Profile, Section B- Turnover Intention (TI), Compensation (C), Job Satisfaction (JS), Emotional Well-Being (WB), and Employment Engagement (EE)

were these four represent the dependent variable (DV). Section C is Supportive Environment (SE) as a research moderator variables (MV). Respondents were asked to rate their responses on a five-point Likert Scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The data was analysed using SPSS, SmartPLS software and using Sampling Size from G-Power.

**Table 1: Demographic Respondent
Respondent Profile**

Items	Demographic measurement	Sources
Gender	Female Male	Latiff, Kamisan, & Din (2017), Salleh & S., (2012)
Marital Status	Single Married Others	
Age	18-29 30-39 40-49 50-59	
Education Level	SPM STPM/ Diploma Degree Master Phd	
Job Category	Manager Executive Non-Executive	
Year of Experience	1-2 years 3-5 years 6-8 years 9 years and above	
Department	<input type="checkbox"/> Human Resources <input type="checkbox"/> Sales and Marketing <input type="checkbox"/> Account <input type="checkbox"/> Operation Management <input type="checkbox"/> Customer Service <input type="checkbox"/> Others	

Table 2: Measurement Items for Turnover Intention

Measurement Items	
Items	Sources
Turnover Intention	Cammann, Fichman, Jenkins, & Klesh (1979)
Compensation	Bhatt & Sharma (2019)
Job satisfaction	Amirul, Pazim, Amirul, Mail, & Dasan (2021)
Well-being	Topp, Søndergaard, & Bech (2014),
Employee Engagement	W.Weston (2016)
Supportive Environment	Kanchana & Jayathilaka (2021)

Data was analysed using SPSS. All items were tested for its reliability and validity for the items respectively. The reliability test is important to ensure the instrument of the study used to measure the concept are stable and consistent. (Sekaran and Bougies, 2013). Cronbach's Alpha measured individually and collectively. The construct extracted from this analysis was at excellent level of reliability, as a was greater than 0.70 and this value exceeded the minimum cut-off point suggested by Nunnaly & Bernstein (1994). According to the results of reliability test, the Cronbach's alpha coefficient for each of independent variable and dependent variable as well as overall combination of all variables

Findings and Discussion

In assessing the structural result from Table 3, the significant of the hypotheses was exam by utilizing the SPSS Software which is this study explores the impact of various factors on turnover intention in Private Telecommunication companies in Kota Kinabalu, Sabah. The research finds that compensation, including bonuses, salary, and allowances, has no significant effect on turnover intention. Contrary to the researcher's hypothesis, job satisfaction is also found to have no relationship with turnover intention. Emotional well-being, despite being hypothesized to influence turnover intention, is not supported by the study's results. Similarly, the researcher's hypothesis about the significant effect of employee engagement on turnover intention is not validated.

However, the study does find that a supportive work environment moderates the relationship between compensation, job satisfaction, emotional well-being, employee engagement, and turnover intention. The importance of a positive work environment is emphasized in attracting and retaining talented staff. Overall, the study provides insights into the complex interplay of factors influencing turnover intention in the context of telecommunication companies.

Table 3: Results of the Hypothesis Testing

Hypothesis Number	Statement of Hypothesis	Results
H1	Compensation has no significant effect on turnover intention.	Supported
H2	Job satisfaction has a significant effect on turnover intention	Rejected
H3	Emotional well-being has no significant effect on turnover intention	Rejected
H4	Employment engagement has a significant effect on turnover intention	Rejected
H5	Supportive environment has a moderating effect on the relationship between compensation, job satisfaction, emotional well-being, employment engagement and turnover intention.	Supported

Note: $p < 0.05$ C: Compensation, TI: Turnover Intention, JS: Job Satisfaction, WB: Emotional Well-being, EE: Employment Engagement, SE: Supportive Environment

Conclusion

The current study is crucial because it looks at the variables influencing turnover intention in the telecom sector located in Kota Kinabalu. All of the criteria in the current study that were also reported in earlier studies are strongly connected to turnover intention. As a result, management and the organization should be conscious while establishing working cultures to guarantee that there will be less staff turnover.

All of factors that influencing turnover intention plays a significant role in determining turnover intentions among employees in the telecommunications industry. For example, Employees who are satisfied with their job are less likely to have the intention to leave their organization. Besides, compensation and benefits also play a significant role in turnover intentions. Employees who feel adequately rewarded and compensated for their efforts are less likely to consider leaving their organization. By considering and addressing these factors organizations in the telecommunications industry in Kota Kinabalu can take appropriate measures to reduce turnover intentions and retain valuable employees. This may involve improving job satisfaction fostering positive relationships with supervisors enhancing employee engagement providing support and opportunities for growth and ensuring a healthy work-life balance.

Implication of Study

The study's findings are essential since the organization address every component that is crucial for lowering employee turnover intentions in the telecom sector. The findings of this study may be useful to all Malaysian telecommunications firms which, it is can help them comprehend the nature and influences on turnover intention. According to the results of the study, Malaysian telecommunications businesses might develop plans and strategies to boost the intention of employees to stay with the company by fostering a favourable work environment. It will substantially boost the employees' loyalty to the organization and decrease their likelihood of leaving their present serving organization if the company's aims and the employees' values are aligned.

Organisations may create focused initiatives to keep valued employees by understanding the reasons why valuable employees are planning to leave. Organisations might concentrate on enhancing job happiness through greater work-life balance, growth opportunities, and recognition programmes, for instance, if the survey reveals that job discontent is a key driver in employee turnover. These techniques can aid in lowering turnover rates and enhancing staff retention. Besides, the study can also help organisations in the telecoms sector with their hiring and selection procedures. Organisations may find the ideal people that are most likely to stick with the firm in the long term by understanding the elements that contribute to turnover intentions. The organisation may lower turnover rates and increase employee retention and productivity by choosing individuals who share its values and are a good match.

Organisations may use the study's findings to pinpoint skill gaps and potential areas for development in the telecoms sector. Organisations may promote employee loyalty, give possibilities for career progression, and improve job satisfaction by investing in the training and development of their workforce. In the end, this can lower plans for turnover and boost organisational effectiveness generally. Furthermore, the study's findings can assist employees in understanding their own turnover intentions and in making wise career selections. Employees may need to reevaluate their career goals and look for possibilities that meet these concerns if the study shows that certain employment features, such as a lack of room for advancement or low job satisfaction, contribute to intentions to quit. Employees may handle their careers more skilfully if they are aware of the industry-specific elements that affect their intentions to leave.

Recommendations

This study made a suggestion on the connection between the listed factors and turnover intention. Future academics can thus carry out empirical research and examine the link that has been presented. Additionally, research should be undertaken in various organizational institutions. Furthermore, a factor that influences turnover intention in one organization will not be effective in the other. Future academics will therefore be able to investigate how these elements affect other organizational. The primary association must be thoroughly examined using the proper methods since, as mentioned by Alkahtani (2015), certain characteristics may continue to be predictors and others may serve as mediators or moderators. Furthermore, future researchers must take precautions to select the most reliable and accurate study instrument due to the number of tools accessible to evaluate the levels of employee turnover and its determinants.

Next, a thorough knowledge of the underlying mechanisms that motivate people to consider quitting their employment may be obtained by looking at the emotional components of turnover intentions, such as work satisfaction, burnout, and emotional weariness. This study may help organisations devise plans to enhance employee wellbeing by shedding light on the psychological costs of the workplace. Besides, investigating how demographic factors such as age gender education level and job tenure influence turnover intentions can offer valuable insights into the specific challenges faced by different groups of employees in the telecommunications industry located in Kota Kinabalu.

Other than that, comparing turnover intentions across various companies in Kota Kinabalu's telecommunications sector might show differences and patterns in turnover rates. This can give insights into the best practises for retention tactics and assist discover industry-specific elements that affect turnover intentions. A more thorough picture of employees' intentions to leave can be obtained by conducting long-term investigations that follow them

over time. This would enable researchers to track changes in employee commitment and loyalty over time and discover variables that may be involved.

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