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Cover Page Footnote

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Job Satisfaction and Turnover Intention among Malaysian Private University Academics: Perceived Organisational Support as a Moderator

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Abstract

Research Aims: The present research examines the extent to which job satisfaction predicts turnover intentions and examines the extent to which perceived organisational support moderates the association between job satisfaction and turnover intention among academics in Malaysian private universities.

Design/Methodology/Approach: This research adopted a quantitative method. The Turnover Intention Scale (TIS-6), Minnesota Satisfaction Questionnaire (MSQ), and Survey of Perceived Organizational Support (SPOS) questionnaires were administered. Multistage cluster random sampling was used in this study. A total of 327 respondents provided valid data and analysed it using SPSS Process Macro Version 3.5.

Research Findings: Job satisfaction was found to be a negative predictor of turnover intention. The association between job satisfaction and turnover intention was shown to be moderated by perceived organisational support.

Theoretical Contribution/Originality: The finding validated that perceived organisational support moderates the association between job satisfaction and turnover intention and demonstrates that academicians who perceive their organisation to be caring and supportive of their well-being will be more satisfied and less likely to intend to leave their organisational setting.

Managerial Implication in the South East Asian context: The study provides an excellent platform for university managers to use in designing organisational support systems, including job structure, environment, autonomy, or flexibility to reduce academicians' turnover intention and to increase academician's job satisfaction.

Research Limitation & Implications: The causal relationships between variables are a limitation of current research. This research provides valuable information for future researchers as well as raises awareness among academic staff about factors related to turnover intentions.

Keywords: Turnover intention, job satisfaction, perceived organisational support, academic staff, private universities, Malaysia.

INTRODUCTION

Malaysia's university enrollment has steadily increased in recent years, reflecting the country's desire to become an educational hub in Asia while also facilitating Malaysia's development (Nair & Munusami, 2020). Competition is fierce: Every institution strives to gain advantages to reach the university's goals with enough effectiveness and productivity (Ramdhany et al., 2019). In addition, as a crucial sector for the growth of the nation and societal well-being, the private higher education sector is inherently important in producing knowledge capital for the development of any country (Hanushek & Woessmann, 2020).

Hiring the best employees who are willing to stay on the job has become a critical challenge for human resource managers in higher education (Jin et al., 2018). The turnover rate among academic personnel, particularly in certain universities, is high (Halid et al., 2020). Many institutions consider turnover among academics to be a serious issue (Masud & Daud, 2019). Private institutions in Malaysia have faced the issue of academic staff turnover for decades. High turnover rates can occur at all levels, including professors, associate professors, assistant professors, senior lecturers, or even new lecturers (Manogharan et al., 2018). This issue is related to the high costs of decreasing effectiveness and productivity when staff are highly likely to quit because the expenses of recruiting and training new employees are considerable (Ramlawati et al., 2021). In that instance, turnover might result in the loss of competent and skilled staff, resulting in a significant loss for the organisation (Yukongdi & Shrestha, 2020).

When people grow dissatisfied with their jobs or feel less devoted to their organisation, they develop a desire to leave (Li et al., 2019). Employees who are dissatisfied with the organisation will intend to quit their existing position. Job satisfaction has a negative influence on the intention to leave. High job satisfaction will result in a low desire to leave and vice versa (Alam & Asim, 2019). As a result, enhancing academic staff job satisfaction will minimise academic staff turnover intentions. Furthermore, perceived organisational support is an essential organizational component that may impact job satisfaction and turnover intention. Moreover, employee turnover intentions in the organisation are said to be influenced by perceived organizational support (Wang & Wang, 2020). When workers believe and perceive that their employer cares about them, they will respond by exhibiting a variety of good outcomes that benefit the organisation, such as a lower intention to quit and reduced actual turnover (Maan et al., 2020).

According to Paul and Kee (2020), substantial academic staff turnover has occurred in the education industry in Malaysia. The average yearly turnover rate in Malaysia's education industry has risen from 13.2% in 2013 to 20% in 2017, indicating that academic staff turnover continues to be an issue for the education sector (Falihat et al., 2019). Furthermore, the academic staff turnover rate at Malaysian universities has grown over time and causes most departments to face labour shortages (Nguyen et al., 2020). The turnover rate for Malaysian private universities is significantly higher than in public universities (GuiXia & Rashid, 2019). Academic staff turnover in private universities is over 26% every year, while it is only about 11% in public universities. Similarly, Badiozaman (2021) found that the turnover rate of academic staff in private universities was more than double that of public universities. It was backed up by the Pollian Educational Poll, which found that 51.7% of academic staff at private institutions want to leave their institution (Sinniah et al., 2019). Furthermore, the Malaysian Ministry of Higher Education (MOHE) 2019 indicated that the average turnover rate among academic staff at private universities was 25%. Additionally, the Ministry of Higher Education Malaysia Statistic (2019) said that the number of academic staff in private universities had declined substantially when compared to public universities.

Therefore, to further understand this situation, there is a need to conduct detailed research on why academic staff in Malaysian private universities are so likely to intend to quit their job, as they play a critical role in education sector development, especially in the midst of COVID-19 pandemic. In the current study, the focus is solely on academic staff, who play a critical role in education sector development. According to Sinniah et al. (2019), academic staff retention and performance are affected by job satisfaction; however, many private universities in Malaysia do not make an effort to improve academicians' job satisfaction. When an employee is dissatisfied, he or she is likely to plan to quit the organisation and undermine the organisation's performance by providing bad service (Karatepe & Ngeche, 2020). There is a need to gain insight into the factors that impact academic staff turnover intentions. Furthermore, there is a farther liability of results in the relationship between job satisfaction and turnover intention. Especially when academicians have a higher level of perceived organisational support, perceived organizational support could be seen as a possible moderator of the association between job satisfaction and turnover intention. Furthermore, there is limited research on the impact of significant organisational moderators (e.g., perceived organizational support) on the relationship between job satisfaction and turnover intention among academic staff (Srivastava & Agrawal, 2020). As a result, multiple attempts must be undertaken to assess the impact of perceived organisational support.

In addition, since previous academic staff turnover studies mostly focused on public universities, there is a need to investigate academic staff turnover at private universities (Ainer et al., 2018; Hassan & Hashim, 2011; Ramasamy & Abdullah, 2017; Yimer et al., 2017). Furthermore, ways of reducing academic staff turnover at private institutions need to be investigated. The theoretical underpinning of the present study is Homans' (1958) social exchange theory, which describes the nature of the exchange interaction (i.e., the benefits and costs for each) between an organisation and employees, and has been used to investigate various organisational relationships (Harden et al., 2018). According to Connor (2018), in an explanation of social exchange theory, employees begin to explore other jobs while they are in their existing jobs, and they will quit their current job if the alternative job is deemed more gratifying. Conversely, employees will not leave their organisation if they believe the organisation appreciates them and they are satisfied. Likewise, if employees believe that they are receiving appropriate organisational support, they will be more content with their work and will be less likely to resign (de la Torree-Ruiz et al., 2019). In summary, in this paper we intend to examine the prediction of job satisfaction on turnover intention, and to examine the role of perceived organisational support as a moderator in the association between job satisfaction and turnover intention.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is how much individuals like their work. Job satisfaction is also an affective orientation toward one's job; it may be defined as employees' feelings about work or as a constellation of attitudes relating to various elements of employment (Spector, 1997).

According to Priarso et al. (2019), each individual's level of satisfaction is different. The more the appraisal of activities is based on individual wants, the greater the enjoyment of the activities. Employees who are more content with their jobs are more likely to assist their organisation in achieving their goals more effectively (da Cruz Carvalho, 2020). Furthermore, organisational research often refers to job satisfaction as an attitude that is formed internally in the workplace through interactions, practices, regulations, and routines (Robertson & Kee, 2017). Organisations should realise that job satisfaction improves employee performance because it increases employee engagement with their job (Fidyah & Setiawati, 2020).

Turnover Intention

The behavioural intention of an employee to quit a job is referred to as turnover intention (Chin, 2018). Turnover intentions are one of the organisational challenges that affect the organization's progress, and it has become a concern for managers who are constantly seeking ways to maintain, improve, and increase the productivity of their workforce (Molahosseini et al., 2020). When an organisation does not trust its workers and employees are dissatisfied with their jobs, employees' intentions toward turnover increase, and they will be likely to quit the organisation in a short period of time. A large number of employees who intend to quit is often seen as a negative indicator for an organisation since it incurs both obvious and hidden costs.

Furthermore, studies in numerous education industries in Malaysia, particularly in the private sector, have found a rapid increase in turnover intentions during the last decade. Employee turnover intention may be simply ascertained as the likelihood of employees leaving the organisation (Laulié & Morgeson, 2021). In line with research by Park and Johnson (2019), when employees' experience at work does not meet their expectations, turnover intentions might increase.

Perceived Organizational Support

Perceived organisational support is workers' perception that they will get support from their organisation when they need it. If workers perceive that their organisation supports them, then they will devote themselves to the organisation, and supportive organisations encourage optimal performance as a whole. According to Astuty and Udin (2020), perceived organisational support assists employees in developing effective commitment and positive identification with the organisation. Furthermore, perceived organizational support includes characteristics of organizational assistance that do not include instrumental support, information support, or workplace resources. Thus, some aspects of organizational support will be closely tied to the relational exchange that occurs in the organisation, thus making it critical. When appropriate support is provided, managers expect their employees to be highly dedicated and committed to their jobs (Arasanmi & Krishna, 2020). Employees who are not treated well and do not receive positive attention from the organisation, on the other hand, are likely to be uncooperative and dissatisfied because they believe they are owed pay and do not believe that more investment would yield future rewards (Knapp et al., 2017).

Moreover, previous empirical research links greater perceived organisational support rates to higher job satisfaction and lower turnover intention (e.g., Kurtessis et al., 2017; Rhoades & Eisenberger, 2002; Riggle, Edmondson, & Hansen, 2009). The amount of perceived organisational support indicated workers' deepest feelings regarding the extent to which the organisation valued and cared about them (Arasanmi & Krishna, 2020). Employees may feel cared for, appreciated, and acknowledged when the organisation pay attention to them and extend a helping hand, which will result in a good performance, high collaboration, and enhanced appreciation, reciprocity, and empathy among workers.

Furthermore, it is important for managers in the organisation to react appropriately to employees' mistakes and make constructive recommendations for improving their performance (Hewagama et al., 2019). Arasanmi and Krishna (2020) claimed that perceived organisational support comprises assistance and favours from the organisational context. Moreover, the support connotes a good work environment, and employees value a good work environment.

Job Satisfaction and Turnover Intention

Job satisfaction is a direct predictor of employees' willingness to leave an organisation (Ekshan, 2019; Ramlawati et al., 2021; Steers & Mowday, 1981; Zeffane et al., 2017) and to seek a new job with better working circumstances (Acker, 2018; Ekshan, 2019). Low job satisfaction correlates with high turnover intention, whereas high job satisfaction leads to low turnover intention. Organisations should tackle this matter in order to minimise the disparity. Lastly, a meta-analysis by Bhaskar and Mishra (2019) found that perceived organisational support moderates the relation between job satisfaction and turnover intention (Bhaskar & Mishra, 2019).

Hypothesis 1: Job satisfaction will predict turnover intention among academic staff of private universities.

The Role of Perceived Organisational Support as a Moderator

Perceived organisational support is well-known as employees' perceptions related to motivational forces in organisational wellbeing (Eisenberger et al., 1997). This belief is connected to workers' views of the organizational concern and the organisation's contribution to their well-being (Eisenberger et al., 2020). The perceived amount of organisational support will help the organisation's employees as a whole (Arasanmi & Krishna, 2020). Moreover, it creates a sense of duty, appreciation, and confidence in the organisation to achieve beneficial partnerships that benefit both the organisation and its personnel (Asgari et al., 2020). This

requirement might have a significant impact on job satisfaction and turnover intention (Albalawi et al., 2019).

This present study claimed that workers who perceive strong organisational support and are satisfied with their jobs would have a lower intention to leave (Jano et al., 2019). Aside from that, Romeo et al. (2020) show that perceived organisational support interacts with job satisfaction to minimise turnover intention. When employees believe that their organisation provides them with value, contributions, and well-being support, positive effects on employees' job attitudes related to exchange between employees and their organisation will emerge (Albalawi et al., 2019). Similarly, when employees receive assistance from the organisation, employee responds positively (i.e., job satisfaction, decreased turnover intention) (Hasan et al., 2018).

Hypothesis 2: Perceived organisational support will moderate the association between job satisfaction and turnover intention.

Conceptual Framework

Figure 1 shows the conceptual framework of this study. This conceptual framework is to determine the prediction of job satisfaction on turnover intention and whether perceived organisational support moderating of this relationship.

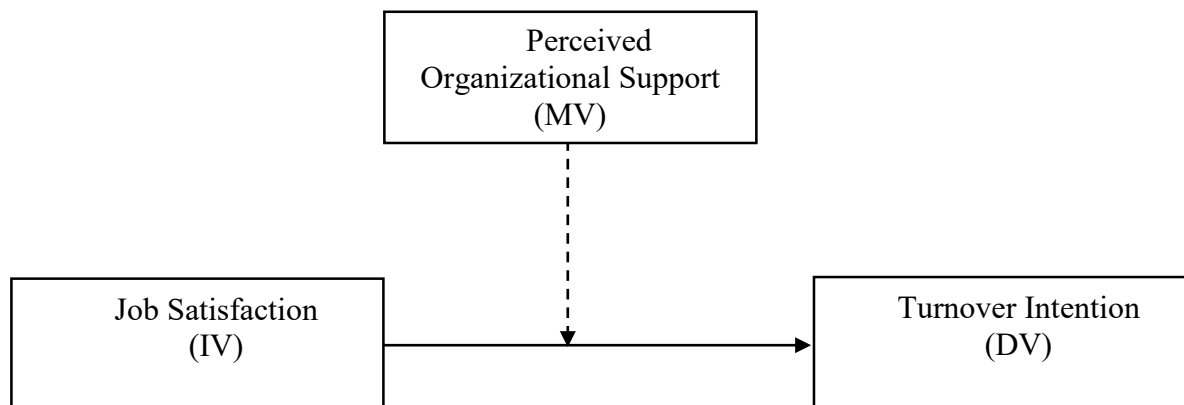


Figure 1. Conceptual Framework

RESEARCH METHOD

Sample and procedure

This study utilised quantitative research and a probability sampling approach with multistage cluster random sampling. Multistage cluster random sampling involves picking a random sample of clusters from a convenient geographical location in the population. The sample was obtained through three phases of multistage cluster random sampling. In the first step, we selected a random sample of states in Malaysia, with the likelihood of selection proportional to population size. Then, we chose the states that had higher proportions of academicians who were from *Selangor, Kuala Lumpur, Johor Bahru* and *Perak*. Then, from the selected states, we randomly sampled private universities and invited a random sample of their academic employees to participate in the study.

The population from which the sample was taken consisted of 16,442 academic staff members from 65 private universities, comprising 76% of all private universities. To calculate the sample size, we used G*Power software. The minimal sample size for this study was determined to be 89 (Buchner et al., 2019). We attempted to gather a minimum of 300 respondents for this study. According to Tabachnick and Fidell (2013), a sample size of 300 is adequate. We administered a questionnaire to collect data on job satisfaction, turnover intention, and perceived organisational support for academic staff, including professors, associate professors, assistant professors, senior lecturers, and lecturers in Malaysian private universities.

The survey link for the online questionnaire was sent via email to participants. A total of 327 respondents completed questionnaires. In terms of demographics, the majority of respondents (51%) were female, married (72%), and Malay (44%). The average age was 44, and the average organisation tenure was 6-10 years. Around 40% of those respondents earned more than RM8000 and were well educated, with 48% holding a doctoral degree. Most of the respondents are Assistant Professor (26%), followed by Lecturer (24%), Associate Professor (19%), Senior Lecturer (17%), and Professor (14%), respectively.

Measurement

A customised questionnaire was utilised for this investigation. This study included three modified questionnaires: the Turnover Intention Scale (TIS-6), the Minnesota Satisfaction Questionnaire (MSQ), and the Survey of Perceived Organizational Support (SPOS). The questionnaire was developed using Qualtrics and was based on three questionnaires, including the Turnover Intention Scale (TIS-6) developed by Bothma and Roodt

(2013). This scale is made up of 6-items statements to measure turnover intention, and the respondents are required to answer the scale statement such as “How often have you considered leaving your job” using a 5-point Likert-type scale (1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always). Cronbach’s alpha for this scale was 0.80. Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss, Dawis, England, and Lofquist (1977). This scale has 20 items to measure job satisfaction, factor analysis of the 20 items resulted in two factors there is intrinsic and extrinsic Satisfaction and the statements are using a 5-point scale (1 = very dissatisfied, 2 = dissatisfied, 3 = neutral, 4 = satisfied, 5 = very satisfied), and Cronbach’s alpha for this scale was 0.90. The Survey of Perceived Organizational Support (SPOS) was developed by Eisenberger et al. (1986). This scale has 8-items and respondents required to answer the scale statements using a 7-point Likert-type scale (0 = strongly disagree, 1 = moderately disagree, 2 = slightly disagree, 4 = neither agree nor disagree, 5 = moderately agree, 6 = strongly agree), Cronbach’s alpha for this scale was 0.97.

Data analysis

Data were tabulated and presented once it was collected. 327 valid replies were used to examine the data. SPSS Process Macro Version 3.5 was used to analyse the data.

RESULTS AND DISCUSSIONS

Cronbach’s alpha values better than 0.80 indicate good reliability and values greater than 0.90 indicate excellent reliability (Jaharuddin & Zainol, 2019). As shown in Table 1, the Turnover Intention Scale (TIS-6), the Minnesota Satisfaction Questionnaire (MSQ), and the Survey of Perceived Organizational Support (SPOS) all had alpha values greater than .80.

Table 1. Instrument Reliability

Instrument	Total items	α
Turnover Intention Scale (TIS-6)	6	.862
Minnesota Satisfaction Questionnaire (MSQ)	20	.949
Survey of Perceived Organizational Support (SPOS)	8	.870

Table 2 presents the mean scores of the Likert-scale responses for three variables among academic staff in Malaysian private universities. For the three dependent measures, the mean scores were 13.6 for turnover intention (SD = 4.9), 71.1 for job satisfaction (SD = 13.4), and 27.9 for perceived organisational support (SD = 10.8).

Table 2. Frequency Distributions of Main Variables

Main Variables	Mean	S.D	Skewness	Kurtosis
Turnover Intention	13.62	4.95	.740	.259
Job Satisfaction	71.10	13.43	-.392	.050
Perceived Organizational Support	28.00	10.77	-.154	-.191

Note: N = 327

Prior to the moderation analysis, we conducted assumption tests to check multicollinearity, residuals' linearity, residuals' normality, and homoscedasticity. The multicollinearity assumption in this study was not violated (see Table 3).

Table 3. Multicollinearity

Variables	Tolerance Value	VIF
Job Satisfaction	.374	2.676
Perceived Organizational Support	.374	2.676

Moreover, the scatterplot (see Figure 2) indicated a linear rather than curved pattern, indicating that the linearity assumption was met, and the data conformed to the normality assumption. In addition, an outlier analysis revealed that there were no cases that would be considered outliers; hence, all cases were kept for further statistical analysis.

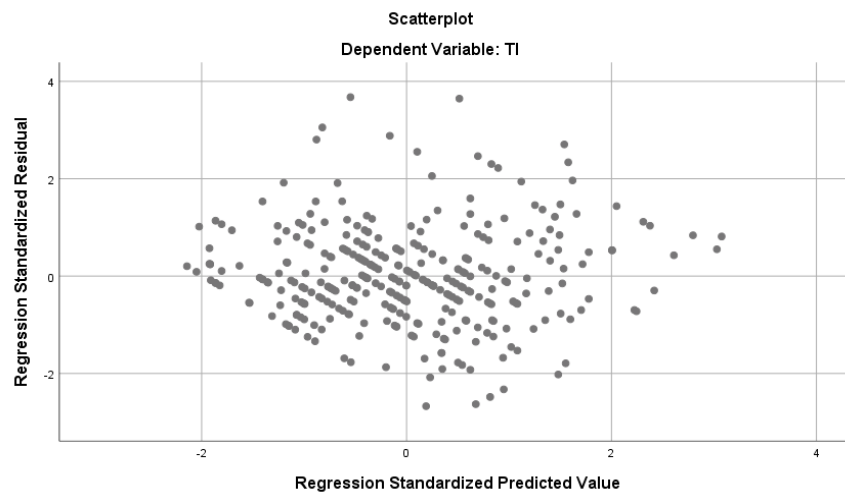


Figure 2. Scatter Plot

Subsequently, we conducted a moderation analysis utilising standardised variables and PROCESS Macro Version 3.5 (Hayes, 2018) to investigate the extent to which job satisfaction predicted turnover intention and the moderating role of perceived organizational support in the job satisfaction/turnover intention relationship. We found that the effect of job satisfaction on turnover intention was significant and negative ($\beta = -.7569$, $SE = .0587$, $p = .000$, $LLCI = -.8724$, $ULCI = -.6415$). The regression slope for job satisfaction represents the relationship between job satisfaction and turnover intention in the low perceived organisational support group. In summary, among those with lower perceived organisational support, there was a significant negative predictive relationship between job satisfaction and turnover intention. The direct effect of perceived organizational support was negative and a significant predictor of turnover intention ($\beta = -.2467$, $SE = .0988$, $p = .0130$, $LLCI = -.4411$, $ULCI = -.0524$). This is interpreted as the difference in the conditional effect mean scores on turnover intention between the low and high perceived organisational support groups for persons scoring at the grand mean on job satisfaction. We also found that the interaction term was statistically significant ($\beta = .2112$, $SE = .1015$, $p = .0383$, $LLCI = .0115$, $ULCI = .4109$), indicating that perceived organisational support was a significant moderator for the effect of job satisfaction on turnover intention (see Table 5).

Table 5. PROCESS Macro Output

Variable	B	Standard Error	T	p	LLCI	ULCI
Constant	.490	.0623	.8000	.4243	-.0727	.1723
Job Satisfaction	-.7569	.0587	-12.8993	.0000	-.8724	-.6415
Perceived Organizational Support	-.2467	.0988	-2.4974	.0130	-.4411	-.0524
Int_1	.2112	.1015	2.0805	.0383	.0115	.4109

The interaction plot revealed a substantial interaction between job satisfaction and turnover intention, moderated by perceived organisational support. The interaction lines showing the correlation between job satisfaction and turnover intention for high and low levels of perceived organisational support were plotted. Figure 3 shows that academic staff with high levels of job satisfaction have low levels of turnover intention and that this association changes with the extent of perceived organizational support. Turnover intention intensity is stronger in the presence of low perceived organisational support than in the presence of high perceived organizational support, given the same degree of job satisfaction. This suggests that perceived organizational support exacerbated the unfavourable link between job satisfaction and the desire to leave.

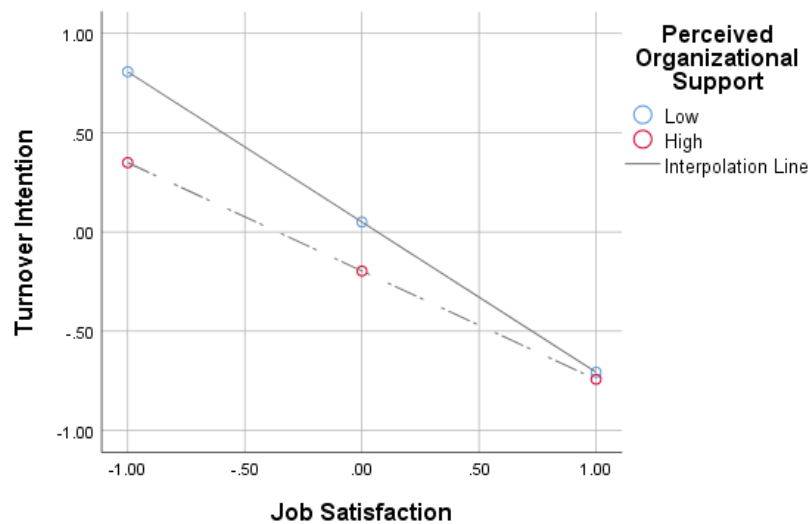


Figure 3. Interaction Plot

Additionally, this study also contributes to the field by establishing the validity of numerous hypotheses regarding turnover intention at private universities. The finding that job satisfaction affects turnover intention confirms Hypothesis 1 and is consistent with previous research. The variables determining someone's intention to leave the organisation supported the outcome (Mobley, 1977). Academic staff who are content with their positions will perform their duties with enthusiasm and loyalty and will have little desire to leave the organisation.

Furthermore, Hypothesis 2, that perceived organisational support moderates the negative relationship between job satisfaction and turnover intention, was also confirmed. The strength of the negative relationship between the academic staff's job satisfaction and their turnover intention decreases when perceived organisational support is low. Employees' feeling of duty is stimulated by perceived organisational assistance, leading them to aid their organisation reciprocally. Their satisfaction will rise if the organisation appropriately recognises and rewards their contributions. When perceived organisational support is strong, it produces a sense of reciprocity in every individual and leads to supporting the organisation and not leaving their job (Hameed et al., 2018). The current study's finding that the association between job satisfaction and turnover intention is moderated by perceived organisational support is novel. Implementing the methodology used in this study will assist research done on private universities to examine the moderating role of perceived organizational support in the relationship between job satisfaction and turnover intention. The findings of the current study highlight the need for building organizational support, which is required for success in lowering turnover intention.

MANAGERIAL IMPLICATIONS IN THE SOUTH EAST ASIAN CONTEXT

Our findings have implications for the South East Asian context. They may promote awareness and enhance the knowledge and understanding of academic staff regarding turnover intention. Especially the management of private universities in South East Asia could gain some useful ideas to apply effectively, which brings benefits to the institutions. Our findings offer valuable information for managers attempting to plan strategies for the retention of academic staffs at all levels. By enhancing perceptions of organisational support through changes such as encouraging the employees to take more breaks during the workday or engaging in physical activity, or providing more rewards and opportunities to develop their careers or enhance their education, managers can enhance job satisfaction as well.

Moreover, our results also provide strong support for management efforts to design organisational support systems with respect to work structure, environment, autonomy, or flexibility to increase employee job satisfaction and minimise turnover intention. Furthermore, the current study has provided a new finding that could enrich the turnover intention literature in Malaysia's private university context, as well as useful implications for supporting academic staff in order to effectively improve job satisfaction for academic staff, to have a lower turnover intention.

THEORETICAL IMPLICATIONS

Social exchange theory provides a useful theoretical framework for understanding our findings. Academic staff who sense great organisational support will feel that their organisation provides a better environment than alternative organisations and will expect that the organisation will reward good performance in order to raise their job satisfaction and decrease their desire to quit their job.

In addition, our findings have the potential to contribute to society in a variety of ways. Initially, it gives useful information for future researchers who focus on turnover intention in private universities. More intriguingly, the moderating effect of perceived organisational support is of great interest to researchers. The current study not only corroborates earlier study findings in Malaysia, it is also showing the strong negative association between job satisfaction and turnover intention, but additionally show that this relationship is moderated by perceived organizational support.

However, although the current study yielded some important insights, it has numerous limitations. We used a cross-sectional survey approach, with data obtained from individual respondents at a specific moment in time, limiting our ability to infer the causal relationships between the variables.

An alternative research approach, such as a longitudinal study, an experimental study, or an interview study, might be used in future research on turnover intention. For example, a longitudinal study may provide insight on how the development of turnover intention progresses according to academic staff life phases. Such research can also identify the main risk factors for the development of turnover intention, as there is little evidence regarding who is most at risk for developing an intention to leave their job or what the primary risk factors are (Ilyas et al., 2020).

Furthermore, future researchers may wish to examine the effects of other factors, such as psychological contract, as predictor variables for job satisfaction and turnover intention. In addition, future studies should utilize a larger sample size to offer a clearer picture of the factors that determine academic staff members' turnover intentions. It would also be useful for future research to utilize a moderated-mediation approach.

CONCLUSION

It can be concluded that academic staff at private universities would have a lower turnover intention if they are satisfied with their jobs, and lower turnover intention will be evident when academic staff are supported by their organization. In general, individuals will be more driven to perform when there is support in place, and this will cause them to be more satisfied and work harder towards reaching goals. As a result, assistance will affect employees' job satisfaction, resulting in a lower turnover intention. This finding validates the findings of previous research that perceived organizational support moderates the relationship between job satisfaction and turnover intention and demonstrates that academic staff who perceive their organization to be caring and supportive of their well-being will be effectively satisfied with their organization, and make them less likely to intend to leave their organizational setting.

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Appendix

Appendix A

Informed Consent

This current research study is being conducted to examine “The Moderating Role of Perceived Organizational Support on the Relationship between Job Satisfaction and Turnover Intention among Academic Staff for Private University in Malaysia”. I greatly appreciate your participation in this survey.

The questionnaire consists of three sections, there are **Section A, Section B, Section C, and Section D**. You are required to complete all the sections of this questionnaire. The questionnaires will take approximately 10 to 15 minutes to complete.

There are no predictable physical or non-physical risks from your participation in this study. You may not receive direct benefits from being part in this study. Nevertheless, your participation will help us to get more information about the selected variables of this research.

Participation in this study is completely voluntary. There is no negative consequences if you decide not to participate in this study. Your responses are anonymous and all your information will be keep in confidential. The information given by participant will be completely use for academic purposes.

Please make sure that you required to the following criteria:

1. Age between 26 and 60 years old.
2. Academic staff of private universities in Malaysia, especially in *Selangor, Kuala Lumpur, Johor Bahru, and Perak*.

Please provide your signature to indicate that you agree to participate this study.

Thank you.

Participant's Signature : _____

Email address/contact number: _____

Appendix B

Demographic Questions

Please put (√) on your answers to the questions below:

- | | | |
|--|----------------------------|-----|
| 1. Age | [|] |
| 2. Sex | Male | [] |
| | Female | [] |
| 3. Relationship Status | Single | [] |
| | Married | [] |
| | In relationship | [] |
| | Separated/Divorced | [] |
| 4. Race | Malay | [] |
| | Chinese | [] |
| | Indian | [] |
| | Others: _____ | [] |
| 5. Educational level | Bachelor Degree | [] |
| | Master Degree | [] |
| | Postgraduate Degree | [] |
| 6. Employment position | [|] |
| 7. Tenure with the organization | Less than 5 years | [] |
| | 5-10 years | [] |
| | 11-15 years | [] |
| | 16-20 years | [] |
| | More than 20 years | [] |
| 8. Monthly income | Less than RM2000 | [] |
| | RM2000-RM4000 | [] |
| | RM4000-RM6000 | [] |
| | RM6000-RM8000 | [] |
| | More than RM8000 | [] |
| 9. University Name | | |

- Al-Madinah International University (MEDIU)
- Asia e University
- Asia Metropolitan University
- Asia Pacific University of Technology and Innovation (Asia Pacific UTI)
- Asia School of Business (ASB)
- Binary University of Management and Entrepreneurship
- City University
- GlobalNxt University
- HELP University
- Heriot-Watt University Malaysia
- Infrastructure University Kuala Lumpur
- International Centre for Education in Islamic Finance (INCEIF)
- International Medical University (IMU)
- International University of Malaya-Wales (IUMW)
- Limkokwing University of Creative Technology
- MAHSA University
- Malaysia University of Science and Technology (MUST)
- Malaysian Institute for Supply Chain Innovation (MISI)
- Management and Science University (MSU)

Meritus University
Monash University Malaysia
Multimedia University (MMU), Cyberjaya Campus
Newcastle University Medicine Malaysia
Open University Malaysia (OUM)
Perdana University
Putra Business School (PBS)
Quest International University Perak
Raffles University (RU)
SEGi University
Sunway University
Taylor's University
UCSI University
UNITAR International University
Universiti Islam Malaysia
Universiti Kuala Lumpur
Universiti Selangor (UNISEL)
Universiti Sultan Azlan Shah (USAS)
Universiti Teknologi Petronas
Universiti Tenaga Nasional Kampus Putrajaya (UNITEN, Kampus Putrajaya)
Universiti Tun Abdul Razak (UNIRAZAK)
Universiti Tunku Abdul Rahman
University Malaysia of Computer Science and Engineering (UNIMY)
University of Cyberjaya (UoC) University of Nottingham Malaysia (UNM)
University of Reading Malaysia
University of Southampton Malaysia Campus (USMC)
Xiamen University Malaysia

Appendix C

Turnover Intention Scale (TIS-6)

The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale provided for each question: DURING THE PAST 9 MONTHS.....

- | | | | | |
|---|--|------------------------|---------------------------|------------------------------|
| 1 | How often have you considered leaving your job? | Never | 1-----2-----3-----4-----5 | Always |
| 2 | How satisfying is your job in fulfilling your personal needs? | Very satisfying | 1-----2-----3-----4-----5 | Totally dissatisfying |
| 3 | How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals? | Never | 1-----2-----3-----4-----5 | Always |
| 4 | How often do you dream about getting another job that will better suit your personal needs? | Never | 1-----2-----3-----4-----5 | Always |
| 5 | How likely are you to accept another job at the same compensation level should it be offered to you? | Highly unlikely | 1-----2-----3-----4-----5 | Highly likely |
| 6 | How often do you look forward to another day at work? | Always | 1-----2-----3-----4-----5 | Never |

Appendix D

Minnesota Satisfaction Questionnaire (MSQ)

The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, what things you are satisfied with and what things you are not satisfied with.

Do this all statements and please answer every item.

On my present job, this is how I feel about.....

No	Statements	Factors	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1	Being able to keep busy all the time	Intrinsic					
2	The chance to work alone on the job	Intrinsic					
3	The chance to do different things from time to time	Intrinsic					
4	The chance to be "somebody" in the community	Intrinsic					
5	The way my boss handles his/her workers	Extrinsic					
6	The competence of my supervisor in making decisions	Extrinsic					
7	Being able to do things that don't go against my conscience	Intrinsic					
8	The way my job provides for steady employment	Intrinsic					
9	The chance to do things for other people	Intrinsic					
10	The chance to tell people what to do	Intrinsic					
11	The chance to do something that makes use of my abilities	Intrinsic					
12	The way company policies are put into practice	Extrinsic					
13	My pay and the amount of work I do	Extrinsic					
14	The chances for advancement on this job	Extrinsic					

15	The freedom to use my own judgment	Intrinsic
16	The chance to try my own methods of doing the job	Intrinsic
17	The working conditions	Extrinsic
18	The way my co-workers get along with each other	Extrinsic
19	The praise I get for doing a good job	Extrinsic
20	The feeling of accomplishment I get from the job	Intrinsic

Appendix E

Survey of Perceived Organizational Support (SPOS)

Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at _____. Please indicate the degree of your agreement or disagreement with each statement by filling in the box on your answer sheet that best represents your point of view about the organization.

Please choose from the following answers:

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

1	The organization values my contribution to its well-being.	0	1	2	3	4	5	6
2	The organization fails to appreciate any extra effort from me.	0	1	2	3	4	5	6
3	The organization would ignore any complaint from me.	0	1	2	3	4	5	6
4	The organization really cares about my well-being.	0	1	2	3	4	5	6
5	Even if I did the best job possible, the organization would fail to notice.	0	1	2	3	4	5	6
6	The organization cares about my general satisfaction at work.	0	1	2	3	4	5	6
7	The organization shows very little concern for me.	0	1	2	3	4	5	6
8	The organization takes pride in my accomplishments at work	0	1	2	3	4	5	6