

# The Relationship Between Job Satisfaction and Turnover Intention in Small and Medium Enterprises Retail Sector

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## Abstract

The main objective of this study is to investigate job satisfaction and turnover intention among employees working in Small and Medium Enterprises (SME) retail sector located at Johor Bahru, Malaysia. Three facets of job satisfaction will be studied to identify which of the following from pay, promotion, or supervision has the greatest impact on turnover intention. Convenience sampling method is implemented through distributing questionnaire to the respondents for the purpose of collecting primary data. 60 respondents from SME retail sector were involved in the data collection process. Statistical Package for Social Science (SPSS) version 29.0 and Partial Least Squares (PLS-SEM) method with SmartPLS version 3 were used for analyzing the data. The study's findings showed that only pay, as opposed to promotion and supervision, has a significant relationship with job satisfaction. According to this study, turnover intention is most strongly influenced by pay for employees in SME's retail sector.

**Key words:** Job Satisfaction, Pay, Promotion, Supervision, Turnover Intention

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## Introduction

Since the 1990s, Malaysia's economic transformation into an upper-middle income country has been centered on SMEs, which also serve as a significant engine of employment and growth (Suwannapha, 2016). According to Anabel Gonzalez, Senior Director of the Bank Group's Trade & Competitiveness Global Practice, Malaysia's transformation to a high-income economy would heavily depend on SMEs' contribution to GDP growth. In specific context, the Global Retail Data Index (GRDI), which places Malaysia among the top 3 emerging nations in terms of retail potential, illustrates the economic development of Malaysia's retail sector (Kearny, 2021).

According to Ramoo (2018), the difficulty of managing talent retention in SMEs has grown significantly. Given that a significant portion of Malaysian SME employees would elect to go abroad, the industry practitioners are in desperate need of insightful study findings to address the brain drain issue (Akunda et al., 2018).

For organization to continue growing, they must recognize factors that influence employee's productivity associate with job satisfaction to prevent employee from thinking of leaving their job in the first place. Pay is one of the factors that will affect the talent retention because it fosters organizational growth, survival, and performance (Dominic, 2018). High salaries encourage employees to work hard and feel more valuable. Most importantly, high salaries have also turned into the linchpin for luring in, motivating, and keeping on proficient workers in SMEs (Dung Paul & Kee Mui Hung, 2018).

Job satisfaction plays a crucial role in all businesses and has drawn researchers to study this topic for decades. It is a subject that has drawn considerable interest from both management and researchers (Qasim et al., 2012). Every person has a need that they must satisfy, and they join organizations for certain reasons. Some employees join companies for the money, while others may do so for greater opportunities, social or psychological requirements. In other words, job satisfaction is an asset because it affects how well an organization performs and, more importantly, because it may be a deciding factor in whether a person stays with an organization.

## **Literature Review**

### **Herzberg's Two Factor Theory**

Humans are motivated by two factors, according to Herzberg's two-component theory: motivators and the hygiene factor (Kurt, 2021). According to Herzberg, hygiene issues cannot excite employees but might reduce unhappiness if managed appropriately (Syptak et al., 1999). Hygienic elements are unrelated to the job and serve to "prevent unpleasantness" (Herzberg, 1966). Organizational policies and procedures, supervision, relationships with co-workers and superiors, physical work environment, job security, and salary are all examples of hygiene considerations (Grimsley, 2021). Hygiene is not a factor that is present in the job itself; rather, it is a factor that is present in the environment that surround completing the task (Ikolo, 2019). Motivators, unlike hygienic elements, are factors that are inherent in the profession (Gordon, 2022). Recognition, achievement, the opportunity of growth, progress, responsibility, and the work itself are all motivators (Tietjen & Myers, 1998). Motivation variables, according to Herzberg et al. (1967), are required to promote job satisfaction. According to Herzberg, these motivators are fundamental to the profession and lead to job satisfaction by satisfying demands for growth and self-actualization (Herzberg, 1966).

### **Job Satisfaction**

Employee job satisfaction is defined as the level of happiness they have with their work (Basumallick, 2021). Job satisfaction occurs when an employee perceives job stability, career advancement, and a comfortable work-life balance. This indicates that the person is happy at work since the work fits his or her needs (Zigu, 2011). Job satisfaction is a topic that has received a lot of attention in the workplace and organizational literature. This is primarily because many experts feel that job satisfaction trends might influence labour market behaviour, such as work productivity, work effort, employee absenteeism, and staff turnover (Shiyani, 2019). According to Chen (2011), professor of management and organization, "change in job satisfaction is a critical indicator of whether or not an employee is headed for the door."

### **Pay**

Wages and salaries are acknowledged as a major, but cognitively complicated, and multifaceted element in job satisfaction. Money not only helps people meet their basic requirements, but it also helps them meet their higher-level wants (Carragher, & Buckley, 1996). According to Dessler (2011), a payment system is a cash compensation offered to employees in exchange for their services to the company. Both companies and employees are concerned about payment satisfaction (Singh & Loncar, 2010). According to research, if a firm fails to provide an adequate and competitive salary, it will generate employee unhappiness and lead to employee departure (Lee & Sabharwal, 2014). In contrary, employees feel valued when they are paid properly and compensated fairly for their efforts. For the employee, fair pay goes a long way toward ensuring total job satisfaction (Patrick, 2011).

### **Promotion**

Promotion entails being promoted to a higher position, which comes with improved pay and benefits. It is an employee's development within an organization, resulting in increased income, position, opportunities, responsibilities, and a better working environment (Chand, 2014). Promotion, according to Tsigilis et al. (2006), Ellickson and Logsdon (2014), is the second most important attribute of job satisfaction and has a significant impact on job satisfaction (Bajpai & Srivastava, 2004). Furthermore, employees who are promoted based on actual performance and achievement are shown to be more content with their positions, but those who are promoted based on seniority are found to be less satisfied (Butt et al., 2007). Frequently, issues with promotion cause industrial discontent, frustration, and unfavourable feelings among employees. In all types of businesses, a good promotion policy is crucial (Chand, 2014).

## **Supervision**

Supervision is a job function in which a manager supervises the activities and obligations of the employees he supervises (Kokemuller, 2012). When employees in an organization may characterise or see their supervisor / manager as good at developing people, leading by example, and giving them complete support in executing their job, supervisor / manager support exists (Sijia, 2021). The larger the sense in managing people in style, the more control is work happiness, according to the results of the association between organizational variables and job satisfaction (Saiyadain, 1996). Monitoring is a vital part of the payment and incentive systems, and efficient supervision is an important part of these types of performance systems and ensuring employee work satisfaction (Koh & Neo, 2000). According to research, senior staff positions play a key part in building trust and paper, and so productivity, for example, may have a bigger effect on self-esteem through supervisors' replies to ideas that suggest employees (Malik et al., 2010).

## **Turnover Intention**

Turnover is the process by which employees leave a company or organization and are replaced by another company or organization. Turnover intention is a metric that determines whether employees of a company or organization intend to leave their jobs or if the company or organization intends to fire personnel (Curtis, 2011). When a position is regularly vacant and subsequently filled, it is referred to as high turnover or high rotation (Tomas, 2017). High turnover frequently indicates that people are dissatisfied with their jobs or pay, but it can also suggest unsafe or unpleasant working conditions, or that there are too few staff who deliver adequate results (due to unrealistic expectations or poor candidate screening). High turnover has been linked to a lack of career possibilities and challenges, unhappiness with the job scope, and disagreement with management (Shabana, 2016). Aside from the career options, compensation, corporate culture, management recognition, and a pleasant work environment all appear to have an impact on employees' decision to stay with their current firm (Shabana, 2016).

## **Job Satisfaction and Turnover Intention**

Various research in different situations have discovered a substantial negative association between work satisfaction and the likelihood of turnover. For instance, job satisfaction had a detrimental impact on IT professionals' inclinations to leave, according to Rahman and colleagues (2008). According to Khatri and Fern (2001), there is a slight link between job satisfaction and turnover intentions. Sarminah (2006) discovered a moderate link between job satisfaction and intentions to leave.

Westlund and John (2008) conducted research on software developers' work satisfaction and turnover intentions. They looked at nine different aspects of job satisfaction to examine how they affected the likelihood of turnover. All aspects of job satisfaction indicated a substantial negative connection with turnover intention. The aspects are taken from Job Satisfaction Survey (JSS) which include pay, promotion, supervision, benefits, rewards, working condition, workers, nature of work, as well as communication.

While in Malaysia context in specific, there is also study conducted by researchers in examining the relationship between job satisfaction and turnover intention. Chin (2018) study in manufacturing industry of Malaysia found that supervision, and employee turnover intention have a negative association, but salary does not. In another study from Sijia (2021) had discovered that pay, and promotion are the largest predictor of employee turnover intention among employees in Malaysia's financial services business. However, supervisory assistance does not have a significant relationship with turnover intention. It is found that all the dimensions of job satisfaction are not having the same result in term of the relationship with turnover intention after various studies conducted by many researchers in different areas. However, the relationship between job satisfaction and turnover intention is inversed in general, based on most of the result drawn from past research.

## Hypothesis Development

Based on previous studies, three hypotheses are generated in this study concerning job satisfaction and turnover intention. The hypotheses are:

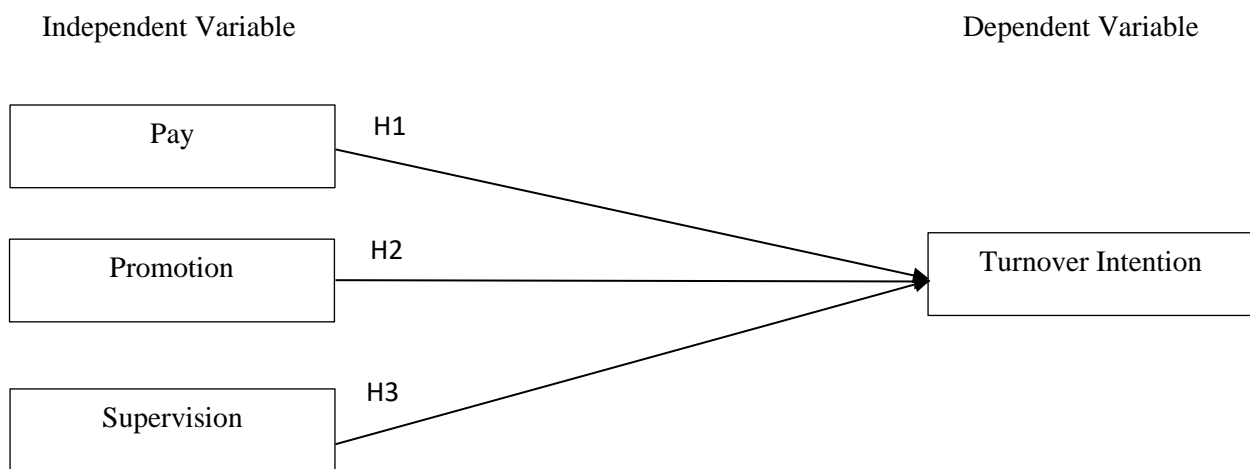
**H1: There is a significant relationship between pay and turnover intention.**

**H2: There is a significant relationship between promotion and turnover intention.**

**H3: There is a significant relationship between supervision and turnover intention.**

## Conceptual Framework

The conceptual framework for this study is shown in Figure 1, which highlights the impact of job satisfaction which includes pay, promotion, and supervision on turnover intention.



**Figure 1: Conceptual Framework**

## Research Methodology

**Research Design:** A quantitative research method was being used in this study to examine the relationship between pay, promotion, and supervision. According to Bhandari (2020), the process of gathering and analysing numerical data is known as quantitative research. Further, the research design for the study employed survey questionnaires. The design is preferred because it makes it easy to measure and analyse the survey data. Considering this, the questions were written in an easy-to-understand, direct, and concise manner, in which questionnaires are distributed to the appropriate respondents to gather feedback about how small and medium-sized businesses' employees from retail sector in the Malaysian state of Johor perceive job satisfaction in their workplace.

**Sampling Method:** Convenience sampling was used in this study to collect data from the employees working in Small and Medium Enterprises retail sector in Johor. Convenience sampling is a particular kind of non-probability sampling technique that relies on data collection from population members who are conveniently available to take part in the study (Dudovskiy, 2012). The population for this study is aimed at employees working in SMEs retail sector in Johor area. The "10-times rule" method is the most popular minimum sample size estimation technique for PLS-SEM in the field of IS as well as other fields (Hair et al., 2011; Peng & Lai, 2012). The most prevalent application of this method's variations is based on the requirement that the sample size be greater than 10 times the number of inner or outer model links that can point at any given latent variable in the model (Goodhue et al., 2012). Applying to this study, the model developed consist of 3 arrows pointing to the dependent variable, thus the minimum sample size required for this study is 30 ( $3 \times 10 = 30$ ). Therefore, a total of 60 respondents are estimated as the sample size for this study.

**Research Instrument:** This study's research tool (see Appendix) utilised a questionnaire that was created and used in earlier studies. The questionnaire is divided into three parts: part A for personal information about the respondents; part B assesses three aspects of job satisfaction, including pay, promotion, and supervision; and part C about turnover intention. The Likert scale was used in the questionnaire's design as a measurement tool. If the score falls between 1 and 2, it indicates a low score for the statement in the questionnaire, while a score of 3 indicates neutral on the interval scale. For a specific statement in the questionnaires, a score between 4 and 5 denotes a high result.

**Table 1: Classification of Research Questions**

Questions	Variables	Adapted from
Q6-Q10	Pay	Spector (2022)
Q11-Q15	Promotion	Spector (2022)
Q16-Q20	Supervision	Spector (2022)
Q21-Q25	Turnover Intention	Roodt (2004)

## Result of the Study

### Data Analysis and Findings

The two types of analysis software used to create the data analysis are the Partial Least Squares (PLS-SEM) with SmartPLS version 3 and the Statistical Package for Social Science (SPSS) version 29.0.

### Demographic Profile of Respondents

The findings of the overall demographic profile of respondents which were gathered from the completed questionnaires are displayed in Table 2. It contains information about the respondents' gender, age, education level, employment status, and working experience. As a result, all the questionnaires distributed were answered by respondents therefore reaching 100% response rate for the study. Therefore, 60 completed questionnaires will be used in the data analysis to study the results.

**Table 2: Demographic Profile of Respondents**

Background	Categories	Frequency	Percentage (%)
<b>Gender</b>	Male	25	41.7
	Female	35	58.3
<b>Age</b>	Below 20 years old	18	30
	21-30 years old	32	53.3
	31-40 years old	7	11.7
	41-50 years old	2	3.3
	Above 50 years old	1	1.7
<b>Highest Level of Education</b>	High School	33	55
	Diploma	17	28.3
	Bachelor's Degree	9	15
	Master's Degree	0	0
	PhD	1	1.7
<b>Current Employment Status</b>	Full-time	39	65
	Part-time	21	35
<b>Working Experience</b>	Less than 3 years	33	55
	3-5 years	11	18.3
	5-10 years	9	15
	10-15 years	2	3.3
	More than 15 years	5	8.3

### Normality Test

A data set must pass a normality test to see if a normal distribution can accurately represent it. Normality test is performed in terms of skewness and kurtosis on each dependent and independent variable. The normality results for the data should fall within the range of -2 to +2 to be considered as a normal result (George & Mallery, 2010). Since all variables have skewness and kurtosis between -2 and +2, they all proved to be normally distributed.

**Table 3: Normality Test Output**

Variables	Skewness	Kurtosis
Pay	-0.107	-0.855
Promotion	-0.077	-0.732
Supervision	-0.894	0.539
Turnover Intention	0.482	-0.356

### Reliability Test

The results of Cronbach's Alpha for each variable are shown in Table 4. According to George and Mallery (2003), a minimum value of 0.7 should be used to assess the measurement's reliability. According to Table 4, all the variables (pay, promotion, supervision, and turnover intention) exceeded 0.7, which is in an acceptable range. Pay had a Cronbach's Alpha value of 0.895, promotion of 0.944, supervision of 0.935, and turnover intention of 0.754. In addition, the reliability of this research has been evaluated using composite reliability (CR). It indicates whether the construct indicators are consistent with the latent construct for composite reliability (Hair et al., 2010). Each item's value must be at least 0.6 or higher to obtain a relevant composite reliability finding (Awang, 2012). The composite reliability for pay is 0.922, promotion is 0.957, supervision is 0.950, and turnover intention is 0.832. The conclusion was that all the variables in this study are highly reliable and acceptable.

**Table 4: Cronbach's Alpha Reliability Test**

Variables	Number of Items	Cronbach's Alpha	Composite Reliability
Pay	5	0.895	0.922
Promotion	5	0.944	0.957
Supervision	5	0.935	0.950
Turnover Intention	5	0.754	0.832

### Convergent Validity

The average variance extracted (AVE) indicator results are presented based on Table 5 to assess the accuracy of convergent validity. According to the findings, the AVE for pay is 0.703, promotion is 0.816, supervision is 0.793, and turnover intention is 0.502. It demonstrates that all the construct AVEs are in the range of 0.502 to 0.816, which represents the acceptable value as the variance for AVE must be greater than 0.5 to ensure the construct validity result is valid and usable (Awang, 2012). Each item loading result ranges from 0.727 to 0.898 for pay, 0.871 to 0.932 for promotion, 0.868 to 0.929 for supervision, and 0.583 to 0.820 for turnover intention. Each item loading will therefore be regarded as having a significant relationship if the results are greater than 0.5. (Hair et al., 2010). As a result, this research explicitly examines convergent validity.

**Table 5: Results of Measurement Model for Convergent Validity**

Construct	Items	Loadings	AVE	CR
Pay	PAY1	0.898	0.703	0.922
	PAY2	0.727		
	PAY3	0.863		
	PAY4	0.879		
	PAY5	0.815		
Promotion	PROM1	0.871	0.816	0.957
	PROM2	0.909		
	PROM3	0.932		
	PROM4	0.898		
	PROM5	0.906		
Supervision	SUPV1	0.915	0.793	0.950
	SUPV2	0.869		
	SUPV3	0.868		
	SUPV4	0.868		
	SUPV5	0.929		
Turnover Intention	TINT1	0.621	0.502	0.832
	TINT2	0.715		
	TINT3	0.583		
	TINT4	0.776		
	TINT5	0.820		

### Discriminant Validity

Discriminant validity of each construct is shown by the Fornell-Larcker criterion in Table 6. Based on Table 6, each construct's variance is a little bit higher when it is shared with other constructs. Therefore, the results of the Fornell-Larcker Criterion to analyse the discriminant validity are acceptable because each item's value must be slightly higher than its construct, indicating that the variance shared among its construct must be greater than when it shared between other constructs (Compeau et al, 1999).

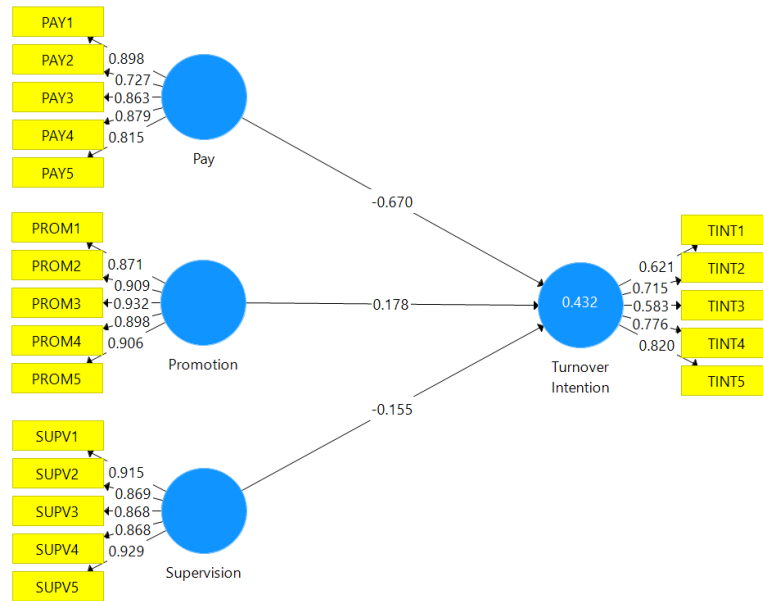
**Table 6: Discriminant Validity – Fornell-Larcker Criterion**

Construct	Pay	Promotion	Supervision	Turnover Intention
<b>Pay</b>	<b>0.839</b>			
<b>Promotion</b>	0.622	<b>0.903</b>		
<b>Supervision</b>	0.486	0.458	<b>0.890</b>	
<b>Turnover Intention</b>	-0.634	-0.310	-0.399	<b>0.709</b>

### Path Coefficient and Hypotheses Testing

Based on Figure 2 and Table 7, the R Square value is 0.432, indicating that the three dimensions of the factors including pay, promotion, and supervision could account for 43.2% of the variance in turnover intention. According to the results, pay ( $t > 1.645$ ,  $p < 0.05$ ) has a significant impact on turnover intention. Contrarily, the results of the tests for promotion ( $t < 1.645$ ,  $p > 0.05$ ) and supervision ( $t < 1.645$ ,  $p > 0.05$ ) indicate that there is no significant relationship between these two dimensions and turnover intention. As a result, only H1 is supported by this research, while H2 and H3 are not.

The outcome also showed that pay accounts for more than half of the R Square value. Additionally, the Beta value of pay which is  $\beta = -0.670$ , also received a high score. As a result, the findings showed that when compared to the other components which are promotion and supervision, only pay had the greatest impact on the turnover intention of employees working in the small and medium enterprises in the retail sector in Johor.



**Figure 2: Structural Framework**

**Table 7: Path Coefficients and Hypotheses Testing**

Hypotheses	Relationship	Std. Beta	T-value	P-value	Decision	R <sup>2</sup>
H1	Pay -> Turnover Intention	-0.670	5.987	0.000	Supported	
H2	Promotion -> Turnover Intention	0.178	1.513	0.131	Not Supported	0.432
H3	Supervision -> Turnover Intention	-0.155	1.440	0.151	Not Supported	

## Discussion

### The Relationship between Job Satisfaction and Turnover Intention

The findings revealed there is a significant relationship between pay and turnover intention, with a beta value of  $\beta = -0.670$ ,  $t > 1.645$ , and  $p < 0.05$ . Shah and Jumani (2015) find that pay had a very strong association with their decision to leave their organization. Similar to the study of Gelaidan, Ahmad and Issa (2013), pay satisfaction was determined to be the most prominent dimension of job satisfaction in terms of turnover intention effect. According to Patrick's research (2011), there is a strong link between pay and turnover intention, indicating that employees feel valued when they are paid properly and compensated fairly for their efforts. This is because employees want to know that their employer will compensate them fairly. For the employee, fair pay goes a long way toward ensuring total job satisfaction. This finding is in accordance with Herzberg's Two-Factor Theory which stated that when extrinsic motivators are absent, employees are less motivated (Pratap, 2016). Therefore, when an employer provides better extrinsic rewards, the employees will be more motivated and perform better at work (Khan et al., 2016).

Further results showed the relationship between promotion and turnover intention is not significant, as indicated by the Beta value of  $\beta = 0.178$ ,  $t < 1.645$ , and  $p > 0.05$ . Shah and Jumani (2015) also come to the same conclusion that in comparison to other aspects of job satisfaction, particularly pay as a preferred component, employees generally care less about promotional opportunities. According to Maslow's theory of the hierarchy of needs, basic physiological needs like payment must be satisfied before moving on to other needs. This means that employees do not expect promotion opportunities in their organization, instead they prefer to stay in their positions if they can meet their basic needs through other criteria such as a salary increase which can also increase their job satisfaction directly. This may be a factor why the results of this study do not support that promotion has an



insignificant relationship with turnover intention, as the desire for higher entitlement are not important to employees in retail SMEs in Johor.

The most intriguing results of this study is that there is no significant relationship between supervision and turnover intention, as shown by the Beta values of  $\beta = -0.155$ ,  $t < 1.645$ , and  $p > 0.05$ . The findings of this study support those of earlier studies by Jusoh and Yue (2019), who did not discover a relationship between supervision and turnover intention. This may be the case because small and medium-sized businesses, particularly those in the retail sector are thought to be environments where most employees must complete their tasks on their own with little interference from superiors. As a result, there might not be much interpersonal relationship between the staff members and with their superiors. Since the employees in this study perform more operational tasks that require less supervision, thus they do not interact closely with their superiors. Because of this, they do not recognise the value of the relationship between a superior and an employee in predicting their intention to leave. Therefore, this could be the reason why supervision does not significantly predict employees' turnover intention.

### **Managerial Implication**

This study recommends that management of small and medium-sized businesses in the retail sector of Johor concentrate on enhancing job satisfaction and place more emphasis on the dimension of pay to be present in their organizations because human relations are one of the most crucial factors that contribute to the success of any organization. Additionally, it should be noted that pay has a stronger impact on turnover intention than other job satisfaction dimensions; therefore, emphasising pay would decrease turnover intention. When it comes to employee benefits, management should place more emphasis on pay factors because these factors must be able to accurately reflect the effort that employees put into their work. In other words, management needs to pay workers appropriately.

Most importantly, managers should strictly adhere to the guidelines set forth by Herzberg's two-factor theory, because it emphasizes the importance of compensation structures, which are clearly intended to prevent employee dissatisfaction. In addition to these, management must be exposed to current compensation system courses to improve their comprehension of the guidelines for determining the type, level, and/or amount of pay in their organization. As a result, employees will be more satisfied of the organizational functions and their misconceptions and misperceptions of the systems will be reduced.

Meanwhile, a proper performance-related reward system must be implemented, along with appropriate evaluation procedures to achieve complementary results (Hamukwaya et al., 2014). Fair pay goes a long way toward ensuring total job satisfaction because employees feel valued when they are paid properly and compensated fairly for their efforts (Patrick, 2011). Additionally, it is crucial to realise that staff satisfaction with the PA system can be translated when they see that a positive appraisal results in increases in wages and salary payments, promotion, development, awards, and other incentives (Ibeogu et al., 2015). Therefore, a fair performance appraisal system should be implemented, showing fairness and regularity in all aspects of its operation to prevent employees from leaving the organization. If management takes these recommendations seriously and takes positive action, this may strongly encourage employees to feel accepted and satisfied in the workplace.

### **Limitation of Study**

Even though the research has achieved its goals, some inherent limitations still exist. The first restriction is imposed by the geographic boundaries within which the information gathered from the questionnaire in this study has been distributed to retail firms of small and medium enterprises in Johor. The study is only focused on one state and one specific industry, which restricts how broadly the findings can be applied. As a result, the results might not be an accurate representation of Malaysia's small and medium retail enterprises.

Additionally, the sample size is regarded as being small and may not fully represent the workforce employed by small and medium-sized businesses in the retail sector in Johor. The respondents for this study were non-managerial employees working in SMEs in the retail sector in Johor and were therefore seriously considered. Although a total of 60 questionnaires were handed out with a

100% response rate, it took a lot of time and effort to go door-to-door at multiple locations in Johor. This happens because requirement is impaired, certain locations are crowded with businesses that are not related to the research such as food and beverage (F&B) which comes from different industry.

### **Recommendations for Future Research**

Since only one state in Malaysia was the subject of this study, it is advised that future research expand its geographic scope to include the entirety of Malaysia to test the model's acceptability. If other researchers conduct a similar study, a different conclusion might be drawn. As a result, it is necessary to examine the findings of this study in other fields, such as banking, healthcare, and education, to produce results that are more meaningful given the way that different fields are typically compared. Then, the job satisfaction to turnover intention model in the future study should also take demographic factors into account. Other than that, there are not many researchers who concentrate on the two other dimensions of job satisfaction namely contingent rewards and communication. More empirical studies concentrating on contingent rewards and communication are required for further study.

In addition to turnover intention, researchers and practitioners need more empirical evidence about the relationship between the new dimensions of job satisfaction and other outcomes like job performance, organizational commitment, and transformational leadership style to have a more complete empirical literature on the topic. Additionally, it is also advised to increase the sampling size to have more accurate research findings. On the other hand, future research should think about looking at the topic of job satisfaction from the perspective of a manager or business owner in Malaysia. This will undoubtedly add to the literature and knowledge on job satisfaction, particularly in the context of Malaysia.

### **Conclusion**

According to the study's results, pay significantly affects the turnover intention of employees in small and medium-sized retail companies in Johor. Conversely, it was found that neither promotion nor supervision had a significant effect on turnover intention. Human resources are the key to the survival of every organization. If an organization's employees are well managed, the organization can reap the good benefits that follow. Employees who are more satisfied with their jobs will show more engagement, incorporate continuous quality improvement into their activities, and encourage their participation in achieving organizational goals. If pay has a strong positive impact on turnover intention among SMEs in the Johor retail sector, then the boards and management of the industry must take pragmatic steps to ensure that employees have a highly positive satisfaction in their job, as shown by the study findings. This will result in a highly motivated and satisfied workforce.

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**Appendix: Questionnaire**

In this section you are required to indicate the level of agreement or disagreement with each statement regarding the dimensions of job satisfaction.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<b><i>Pay</i></b>					
6. I feel the pay I received is fair for the work I do.	1	2	3	4	5
7. I feel there is many and frequent of raises.	1	2	3	4	5
8. I feel satisfied with the chance of a raise.	1	2	3	4	5
9. I am satisfied with the pay I receive.	1	2	3	4	5
10. I received pay that is as good as most other organizations offer.	1	2	3	4	5
<b><i>Promotion</i></b>					
11. I am satisfied with promotion chances.	1	2	3	4	5
12. I feel that promotion opportunity is being prioritized in the company.	1	2	3	4	5
13. I feel there is many promotion chances in my job.	1	2	3	4	5
14. I feel the promotion system is fair in the organization.	1	2	3	4	5
15. I feel convincing for every promotion decision by the organization.	1	2	3	4	5
<b><i>Supervision</i></b>					
16. I like my supervisor.	1	2	3	4	5
17. I received sufficient support from my supervisor.	1	2	3	4	5
18. I like to approach my supervisor when I encounter problems.	1	2	3	4	5
19. I feel that I received fair treatment from my supervisor.	1	2	3	4	5
20. I feel that my superior has much interest of feeling towards subordinates.	1	2	3	4	5
<b><i>Turnover Intention</i></b>					
21. I do not look forward for going to work every day.	1	2	3	4	5
22. I will accept another job if they provide similar compensation level.	1	2	3	4	5
23. I do not intend to stay in the organization for long term.	1	2	3	4	5
24. I consider leaving my job very often.	1	2	3	4	5
25. I always seek for alternative job opportunities.	1	2	3	4	5