

Identifying the Predictors of Intention to Leave Among the Female Employees in Malaysia

Manjit K. Harjan Singh¹, Arun Kumar Tarofder²

¹Post Graduate Centre, Management and Science university, University Drive, Off Persiaran Olahraga, 40100 Shah Alam, Selangor

²Faculty of Business Management and Professional Studies, Management and Science University, University Drive, Off Persiaran Olahraga, 40100 Shah Alam, Selangor

²arun_kumar@msu.edu.my

ABSTRACT

For many researchers, the intention to leave has been an interesting and widely explored subject, focusing in particular on multinational and local organizations. Talent retention has become a major concern and the turnover of employees in almost any organization and industry has significant costs and negative consequences. High turnover rates among employees indicate a serious drawback in the performance of an organization. This is due to the fact that the key player in determining operational effectiveness and sustainability are the employees. The primary objective of this study is to identify the predictors influencing the decision of millennial women in Malaysia to leave the workplace. This research examines a thorough understanding of the connection between job engagement, job diversification, job flexibility, job technology, work-life balance, work environment, job satisfaction, and the tendency to leave. Data from the survey questionnaire consisting of a sample size of 410 respondents were gathered by distribution at different locations within the Klang Valley. A quantitative method approach was used in this research, and the information was gathered through a self-administered survey questionnaire. The findings of this research revealed that there is a link between the balance of work-life, work environment, job satisfaction, and the intention to leave. Conversely, there was no effect on the intention to leave among the female millennial employees on job engagement, job diversification, job flexibility, and job technology. The results of this study conclude that identifying the contributing variables that lead to the intention of the female millennial employee to leave their job is most important for human resources practices in any organization. Talent retention strategies should anticipate the connections between work-life balance, job satisfaction, and the intention of turnover.

Keywords

Intention to leave, job engagement, job diversification, job flexibility, job technology, work-life balance, work environment, job satisfaction

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

Introduction

Globally organizations are facing challenges with the globalization of the economy which also has an impact on the high turnover rates of the employees. High turnover rates suggest that retention of employees is not an easy job, but what could be the potential explanation for the turnover of employees. The history to employee turnover intentions has been extensively studied in the general industry and has been related to negative business results, increased training and recruiting costs associated with the replacement of employees, organizational problems and other related factors. The retention of female Millennial employees in the workplace has become an increasingly challenging and essential job for HR Professionals. Every business should focus on retention plans which enable to attract talent. It is argued that there is also a high degree of turnover of employees in companies where there is an unacceptable level of inefficiency (Alexander et al., 1994).

Employee turnover is a widely studied phenomenon, with a large amount of theoretical and analytical literature documenting different causes and explanations relevant to the turnover of employees. However, there is no clear or norm as to why workers leave an organization.

According to the Labour Force Malaysia Report (August 2020), the employment rate slightly increased by 0.5% month-on-month (July 2020: 0.6 %) to 15.15 million people in August 2020 (July 2020: 0.6 %). In accordance with this,

the employment-to-population rate increased to 65.2 %. The employee category rose by 72.6 thousand month-on-month to 11.72 million people in August 2020. The unemployment rate was still at 4.7 % in August 2020. The number of unemployed people decreased marginally by 3,5 thousand people month-on-month to 741,6 thousand people. The LFPR strengthened 0.3 % points to 68.4 % during the month. Increases in LFPR have been recorded in both men and women. In August 2020, male LFPR increased 0.2% points to 80.6% compared to July 2020 (80.4%). The percentage of male employees rose by 1.0% to a record of 9.72 million people. Female LFPR, on the other hand, increased by 0.1 % points to 55.2 %, with 6.18 million in the number of female workers. In the meantime, male and female LFPR decreased by 0.3% points and 0.4% points year-on-year, respectively. Nevertheless, the external labour force increased by 2.5 % year-on-year (+179,1 thousand people). With 42.4%, the largest proportion of external labour was due to education/training, backed up by household chores/family obligations with a 41.7% share. Different initiatives to stabilize the labour market have been implemented by the government. Among other things, under the Wage Subsidy Programme, a total of RM10.38 billion was approved, benefiting more than 2.62 million workers and involving 320,440 employers as of 28 August 2020. In addition, several ministries and agencies have enforced Skills and Upskilling Programs to provide participants with

reskilling and increasing productivity programmes to ensure that they can meet the market's needs and requirements.

Millennials are the future of a company and if companies fail to respond, they are much more likely to start losing talent and will not have a strategic advantage in this ever-changing market that accommodates to the same generation. While Baby Boomers and Gen X have adapted to a strict, traditional working environment, millennials often feel different and are constantly working for change. Workplace empowerment, mentoring, professional development, work-life balance and flexibility are important exogenous variables for employee retention that organizations facing employee retention issues should certainly consider. Employers can create more satisfied, loyal and productive employees across generations by adapting to new, innovative ways of working and running their business, thus improving business outcomes and employee retention. The Business and Professional Women's Foundation (a Washington DC non-profit research and education organization) states that by 2025, with more than 50 % of the world's population under 30 years of age, Gen Y will create 75% of the workforce.

The economic sector continues to re-open on the basis of the DOSM report (August 2020) as the labour situation in Malaysia has further improved. Nevertheless, considering the current situation in which the COVID-19 cases are on an increasing trend, it is anticipated that certain challenges will hinder the recovery of the labour market in the coming months and could have an impact on the labour force's potential to enter the labour market. Looking at the current situation in Malaysia and globally, companies should come up with innovative ideas on how to retain the female employees, thus helping the government in recovering the employment and labour market. This study would be able to determine what are the main criteria or predictors that can help to retain the female employees in the job market.

The objective of this study is to identify and examine the relationships between job engagement, job diversification, job flexibility, job technology, work-life balance, work environment and intention to leave. Another important objective is to find out the relationship between these variables and to determine the mediating effects of job satisfaction on the female Millennial's intention to leave their workplaces.

Literature Review

2.1 Intention to Leave

Willingness, desire or intention to leave is defined as a behaviour intention that appears from a number of factors, such as organizational practices, labour market conditions and employee expectations (Gaertner and Nollen, 1992). Turnover is also defined as the movement of employees beyond the organizational limits (Price, 2001). Studies have shown that turnover intention is mainly related to the employee's feeling about leaving the company (Gnanakkan, 2010).

The decision to leave is linked to negative views and expectations of an employee regarding their work and workplace (Shwu-Ru and Ching-Yu, 2010). The intention to quit has been known as a prognosticator or measure of

actual turnover (Kim et al., 2010). Earlier research has revealed that intention to leave is an important predictor of real turnover (Cho et al. 2009). Turnover intention is linked to an employee's individuals' behavioural intentions, specifically employees' conscious, deliberate intention to leave an organization in the near future (Bothma & Roodt, 2013; Cho, Johanson, & Guchait, 2009; Lacity, Iyer, & Rudramuniyaiah, 2008).

2.2 Job Engagement

Job engagement refers to the manifestation of psychological presence at work (Kahn, 1990) and is described as a positive, effective and motivating work-related state of mind characterized by enthusiasm, dedication and absorption (Bakker & Leiter, 2010; Macey & Schneider, 2008; Schaufeli, Salanova, González-Romá, & Bakker, 2002). Job engagement can be affected by three psychological conditions: importance, protection and availability (Kahn 1990). Most previous job engagement research has concentrated on its relationship to work performance (Gruman & Saks, 2011; Li, Sanders & Frenkel, 2012). Social exchange theory explains that committed employees are more likely to have a high-quality relationship with an organization that leads them to more positive attitudes, aspirations and behaviour and is unlikely to leave the organization (Saks, 2006).

2.3 Job Diversification

Job or work diversification is a task that includes taking on a broader, more diverse number of roles that are not inherently conventional in nature. Diversification is the functionality in which accountability is spread among individuals who have different positions based on their abilities, expertise and diversity (Turner, 2002). It is not enough to be an expert in a specific area, but it is becoming more and more important to be able to carry out several roles and tasks. It is argued that the more diversified an employee is in terms of experience, the more likely they are to take on new tasks at work, even though they fall beyond their general area of expertise (Prieto, 2015). Diversifying knowledge helps to protect against single expertise becomes obsolete and permits a better thinking level (Calleia, 2017). Another finding demonstrated that diversification in knowledge contributes to a learning culture among employees (Al-Khasawneh, 2014).

2.4 Job Technology

Technology plays an important role in the context of the work environment and is linked to individual and organizational outcomes (Limbu et al., 2014). There is a need for further research focusing on understanding the influence of technology in relation to individual and organizational efforts or outcomes that creates an increase in technology in the workplace (Chinyamurindi & Mey, 2017). One of the latest studies concluded that understanding the technology-related factors should be a focus which is a contributing factor towards the Human Resources Management (Fihla & Chinyamurindi, 2018; Bondarouk et al., 2017). It is stated that the future of work is linked to the

value played by technology (Colbert et al., 2016; Coyle, 2017; Habraken & Bondarouk, 2017). Technology is an important factor in the work characteristics of employees, which could have an effect on turnover intention (Chinyamurindi, 2016; Chinyamurindi & Mey, 2017)

2.5 Work-life Balance

Work-life balance determines employee satisfaction at work and home and establishes a balance between work and family and personal life (Clerk, 2000). Employees can make efforts to a certain degree to establish the desired consistency between work and life in order to lead a fulfilling life if they fail to strike a balance when the aim of turnover is increased (Clerk, 2000). In recent years, researchers have found that the lower the turnover aim is when the work-life balance is high. Organizational and family support gained by employees in terms of flexibility will eventually lead to improved performance of employees, a more positive effect on work and a more positive impact on their family (Greenhaus & Powell, 2006). Employees who do not maintain a balance between their job and their family-life are typically more likely to leave their job.

2.6 Work-Environment

The relationship between an employee and the environment can be referred to as the work environment (Salunke, 2015). The working environment is characterized as the working environment and the circumstances of employees in the working environment in which they conduct their work. This involves concerns such as the undertaking and execution company; preparation, skills and employability; fitness, safety and well-being; as well as time. A conducive working environment provided to the employees by the companies will create a lesser employee turnover intention and enhance worker fulfilment. Some past research has indicated that the employee's decision to leave can be primarily blamed on the current working conditions (De Troyer, 2000). A preferred working environment is the physical aspects of a workplace environment that may have an impact on employee productivity, job satisfaction, and well-being of the people.

2.7 Job Satisfaction

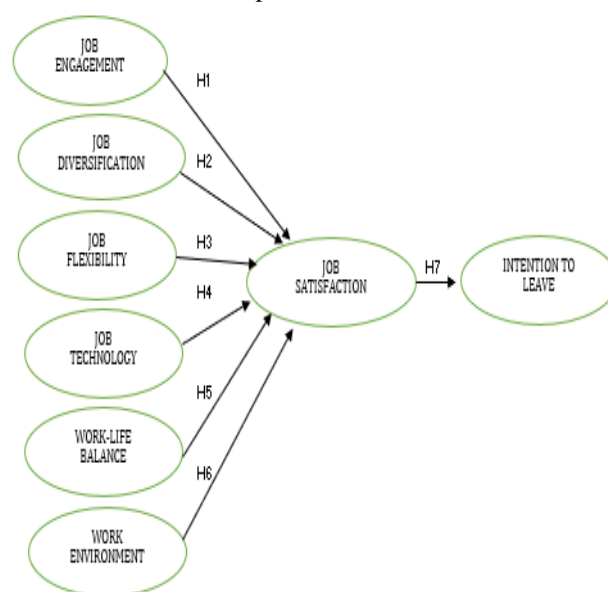
Satisfaction level of employees is a crucial and important aspect of retaining employees, especially the core employees or knowledge workers (Döckel et al 2006; Martins & Coetzee 2007). Organizations are trying to understand the reason employees leave and ways on how to strategize and retain employees (Martins & Coetzee 2007). An organization's function totally dependable on the employee's job satisfaction, employee's full potential is required at all levels of the organization (Rothmann & Coetzer, 2002). Job satisfaction contributes to employees' affective or emotional feelings and has a major impact on their lives (Sempame, Rieger & Roodt 2002). Immense research has been done to study the impact of job satisfaction on employee engagement, absenteeism and attrition (Robbins, 2001). Job satisfaction influences the employer's productivity, creativity, and commitment and is

considered a primary variable that influences retention. Studies have shown that a lack of job satisfaction increases employee turnover (Pienaar and Bester, 2008; Oehley, 2007). Dissatisfaction with a job not only affect the organization's success but also contributes to the intention to quit (Lok & Crawford, 2003). Employee satisfaction is an important indicator of employees' intention to quit (Egan et al., 2004). Employees with a high degree of job satisfaction will not have the intention to leave (Wright & Bonett, 2007). Organizations should look into creating the level of employees' satisfaction, in order to reduce employee turnover. It is found that job satisfaction is negatively related to intention to leave in study conduct recently (Al-Kilani, 2017; Lim et al., 2017; Yukongdi & Shrestha, 2020).

Conceptual Framework

The conceptual framework explains that there are six independent variables of this study that includes job engagement, job diversification, job flexibility, job technology, work-life balance, work environment, and one dependent variable which is the intention to leave. The mediating variable is job satisfaction. The diagram below illustrates the relationship between the variables.

Figure 1
Conceptual Framework



Hypotheses

- H1: There is a correlation between job engagement and intention to leave
- H2: There is a correlation between job diversification and the intention to leave
- H3: There is a correlation between job flexibility and intention to leave
- H4: There is a correlation between job technology and intention to leave
- H5: There is correlation between work-life balance and intention to leave
- H6: There is correlation between working environment and the intention to leave

H7: There is mediating relationship between job satisfaction, independent variables, and the intention to leave

Methodology

5.1 Population and Sample Size

The present research used a quantitative approach to evaluate the conceptual model. For this research, the sample population consisted of female employees working in various locations within Klang Valley. A sample size of 410 respondents were collected who completed the paper-based survey questionnaire. For the present analysis, all measurement components used a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Instrument and Analysis Technique

The 44 items questionnaire comprised of questions with regards to job engagement, job diversification, job flexibility, job technology, work-life balance, work environment, job satisfaction and intention to leave. These questionnaires were developed to identify the predictors that lead to employee's intention to leave and analyzed using the "Statistical Package for Social Sciences" (SPSS) software. The factor analysis method was carried out in order to analyze the data. Factor analysis is basically used to outline the structure of a given relationship matrix of "n" variables in relations of a number of source characters or latent variables that cannot be directly calculated but are hypothesized to clarify the outline of relationships between the observed variables. For this study, the factor analysis was best suited to clarify the objectives of the study.

Results

7.1 Demographic Profile of Respondents

The data consists of 410 respondents (table 2) from which 48.3% were single, 42.2% were married, 5.4% divorced and 4.1% were widowed. There were 32% of them which were between the age of 18 to 25 years old, followed by 35.6% who were between the age of 26 to 35 years old, 16.8% were between the age of 36 to 39 years old, 9.5% were between the age of 40 to 45 years old and the remaining ones were above the age of 45 years old. As for the education level, 48.3% were degree holders, followed by 26.3% who only had secondary education and 17.8% were postgraduates and 7.6% had a professional qualification. From the total 410 respondents, 17 of them were retired, 337 had full-time employment, 25 of them working part-time, 20 were self-employed and 11 were unemployed. The ethnicity of the respondents were all mixed with almost 50% were Malay, 26.8% were Chinese, Indian were 19.3% and 4.1% were others.

Table 2
Demographic Profile of Respondents

Variable	Description	Frequency	Percentage (%)
Marital Status	Single	198	48.3
	Married	173	42.2
	Divorced	22	5.4
	Widowed	17	4.1
Ethnicity	Malay	204	49.8
	Chinese	110	26.8
	Indian	79	19.3
	Others	17	4.1
Age	18 to 25 years old	131	32.0
	26 to 35 years old	146	35.6
	36 to 39 years old	69	16.8
	40 to 45 years old	39	9.5
	> 45 years and above	25	6.1
Education Level	Secondary	108	26.3
	Degree	198	48.3
	Postgraduate	73	17.8
	Professional Qualification	31	7.6
Employment Status	Retiree	17	4.1
	Full-time employment	337	82.2
	Part-time employment	25	6.1
	Unemployed	11	2.7
	Self employed	20	4.9
Total Length of Service	< 1 year	99	24.1
	1 - 3 years	86	21.0
	3 - 5 years	76	18.5
	6 - 10 years	68	16.6
	> 10 years	81	19.8

Reliability and Factor Analysis

To assess the reliability of the constructs, Cronbach's Alpha was the preferred approach (Cronbach & Shavelson, 2004). The following table (Table 3,4,5,6,7,8,9,10) presents the Cronbach Alpha Reliability Test for this study. Reliability for all the constructs exceeded 0.8 value which indicates high reliability.

Factor analysis was carried out in order to explain the association between variables and factors (factor loading). Factor analysis was used to examine the significance of each variable in and the Kaiser-Meyer - Olkin (KMO) test is used to measure the suitability of the data. The statistics are a measurement of the amount of variance that may be a common variance among variables. For factor analysis, the lower the proportion, the more appropriate the data is. The KMO values between 0.8 and 1 indicate that the sampling is

adequate and the values below 0.6 indicate that the sampling is not acceptable and that corrective actions should be in place.

Table 3
Factor Analysis: Job Engagement

Job Engagement	Factor Loading	Total Variance Explained	KMO	Cronbach's Alpha
I concentrate on my work	0.768	71%	0.816	0.918
I pay a lot of attention at my work	0.775			
I share the same work goals as my colleagues	0.802			
I share the same work attitudes as my colleagues	0.782			
I feel positive about my work	0.684			
I am enthusiastic in my work	0.712			

A value of 0.918 was shown by the Cronbach Alpha, which indicates a strong reliability analysis for the construction of job engagement. The results for all job engagement items in table 3 showed a high KMO value of 0.816 which proves that the data is adequate for the analysis. Factor loading is essentially the coefficient of correlation for the variable and the factor. Factor loading displays the variation explained by the variable on the particular factor. A value of 0.7 or higher factor loading is explains that the factor derives an appropriate variance from that variable. The results showed that the value for all items under factor loading were close and above 0.7 and supported by total variance explained of 71% which provides a strong value for this variable. This explains that the job engagement items were suitable to run the factor analysis and to further test the hypothesis.

Table 4
Factor Analysis: Job Diversification

Job Diversification	Factor Loading	Total Variance Explained	KMO	Cronbach's Alpha
I believe diversification is a type of job training	0.716	70%	0.845	0.914
Job diversification broadens my knowledge and skill in other fields	0.779			
I am willing to accept job diversification now	0.795			
Before starting job diversification, the organization seeks my consent	0.721			
I believe job diversification is an excellent system	0.766			
Overall, I like job diversification	0.751			

A value of 0.914 was shown by the Cronbach Alpha, which indicates a strong reliability analysis for the construction of job diversification. The results for all items under job diversification in table 4 showed a strong KMO value of 0.845 which is adequate for the analysis. The value for all items under factor loading were close and above 0.7 and supported by total variance explained of 70% which provides a strong value for this variable. This explains that the job diversification items were suitable to run the factor analysis and to further test the hypothesis.

Table 5
Factor Analysis: Job Flexibility

Job Flexibility	Factor Loading	Total Variance Explained	KMO	Cronbach's Alpha
Organization allows me to work from home.	0.687	62%	0.836	0.842
Organization gives me the ability to manage my own workload.	0.773			
I can vary the length of my working day to fit in with my non-work commitments.	0.805			
I have a lot of choice over how to organize my working day	0.775			
The organization I work for will give me time off if I have to deal with important life issues outside work.	0.617			

A value of 0.842 was shown by the Cronbach Alpha, which indicates a strong reliability analysis for the construction of job flexibility. The results for all items under job flexibility in table 5 showed a strong KMO value of 0.836 which is adequate for the analysis. The value for all items under factor loading were close and above 0.7 and supported by total variance explained of 62% which provides a good value for this variable.

This explains that the job flexibility items were suitable to run the factor analysis and to further test the hypothesis.

Table 6
Factor Analysis: Job Technology

Job Technology	Factor Loading	Total Variance Explained	KMO	Cronbach's Alpha
Please indicate the extent to which you agree with the following statements.	0.733	72%	0.800	0.899
Organization allows me to utilize the latest technologies.	0.762			
Organization allows	0.777			

me to make recommendations on latest and existing technologies.				
I look forward to those aspects of my job that require me to use the latest technology	0.784			
I like working with organization which uses latest technology	0.707			

A value of 0.899 was shown by the Cronbach Alpha, which indicates a strong reliability analysis for the construction of job technology. The results for all items under job technology in table 6 showed a strong KMO value of 0.800 which is adequate for the analysis. The value for all items under factor loading were close and above 0.7 and supported by total variance explained of 72% which provides a strong value for this variable.

This explains that the job technology items were suitable to run the factor analysis and to further test the hypothesis.

Table 7

Factor Analysis: Work-Life Balance

Work-life Balance	Factor Loading	Total Variance Explained	KMO	Cronbach's Alpha
My personal life suffers because of work	0.820	75%	0.873	0.931
My job makes personal life difficult	0.863			
I neglect personal needs because off work	0.815			
I miss personal activities because of work	0.864			
I am too tired to be effective at work	0.798			
I put my personal life on hold because of work	0.792			

A value of 0.931 was shown by the Cronbach's Alpha, which indicates a strong reliability analysis for the construction of work-life balance. The results for all items under work-life balance in table 7 showed a strong KMO value of 0.873 which is adequate for the analysis. The value for all items under factor loading were close and above 0.7 and supported by total variance explained of 75% which provides a strong value for this variable.

This explains that the work-life balance items were suitable to run the factor analysis and to further test the hypothesis

Table 8

Factor Analysis: Work Environment

Work Environment	Factor Loading	Total Variance Explained	KMO	Cronbach's Alpha
People at work are generally friendly	0.656	70%	0.827	0.889
The organization caters for my individual needs	0.743			
There is a healthy work environment where I am working	0.782			
This organization cares for its people	0.771			
I'm proud to say I work for this organization	0.703			

A value of 0.889 was shown by the Cronbach's Alpha, which indicates a strong reliability analysis for the construction of work environment. The results for all items under work environment in table 8 showed a strong KMO value of 0.827 which is adequate for the analysis. The value for all items under factor loading were close and above 0.7 and supported by total variance explained of 70% which provides a strong value for this variable. This explains that the work environment items were suitable to run the factor analysis and to further test the hypothesis

Table 9

Factor Analysis: Job Satisfaction

Job Satisfaction	Factor Loading	Total Variance Explained	KMO	Cronbach's Alpha
Most days I am enthusiastic about my work.	0.698	64%	0.803	0.853
My supervisor praises	0.703			

good work				
All in all, I am satisfied with my job.	0.699			
The work I do is appreciated	0.685			
I believe those that do well on the job have fair chances of being promoted	0.614			

A value of 0.853 was shown by the Cronbach's Alpha, which indicates a strong reliability analysis for the construction of job satisfaction. The results for all items under job satisfaction in table 9 showed a strong KMO value of 0.803 which is adequate for the analysis. The value for all items under factor loading were close and above 0.7 and supported by total variance explained of 64% which provides a good value for this variable. This explains that the job satisfaction items were suitable to run the factor analysis and to further test the hypothesis.

Table 10

Factor Analysis: Intention to Leave

Intention to Leave	Factor Loading	Total Variance Explained	KMO	Cronbach's Alpha
I often think about quitting.	0.774	73%	0.873	0.922
I intend to make a genuine effort to find another job over the next few months.	0.835			
I feel that I might lose valuable experience if I leave this organization	0.700			
I am actively looking for other jobs.	0.855			
I feel I could leave this job.	0.835			
I am likely to leave this organization within next 12 months.	0.849			

A value of 0.922 was shown by the Cronbach's Alpha, which indicates a strong reliability analysis for the construction of intention to leave. The results for all items under intention to leave in table 10 showed a strong KMO value of 0.873 which is adequate for the analysis. The value for all items under factor loading were close and above 0.7 and supported by total variance explained of 73% which provides a good value for this variable. This explains that the intention to leave items were suitable to run the factor analysis and to further test the hypothesis

Correlation between Job Engagement, Job Diversification, Job Flexibility, Job Technology,

Work-Life Balance, Work Environment, Job Satisfaction and Intention to Leave

Table 11 indicates the importance of both positive and negative correlations for all correlated variables. The highest positive association between Job Satisfaction and Work Environment with a value of 0.614 is observed. This suggests that the work environment plays a major role in the happiness of employees at work. The highest negative correlation with a value of (-0.153) is between intention to

leave and job satisfaction. This clearly shows that employees with a low level of job satisfaction would end up leaving the organization eventually.

Table 11

	JE	JD	JF	JT	WLB	WE	JS	ITL
Job Engagement (JE)	1							
Job Diversification (JD)	.569 ^{**}	1						
Job Flexibility (JF)	.357 ^{**}	.406 ^{**}	1					
Job Technology (JT)	.502 ^{**}	.516 ^{**}	.452 ^{**}	1				
Work Life Balance (WLB)	-0.015	-0.037	-0.033	0.074	1			
Work Environment (WE)	.544 ^{**}	.458 ^{**}	.413 ^{**}	.492 ^{**}	-0.023	1		
Job Satisfaction (JS)	.493 ^{**}	.520 ^{**}	.441 ^{**}	.491 ^{**}	-0.041	.614 ^{**}	1	
Intention to Leave (ITL)	0.037	0.009	0.007	0.054	.541 ^{**}	-0.041	-.153 ^{**}	1

Correlation Statistics between JE, JD, JF, JT, WLB, WE, JS and ITL

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

Testing the Hypotheses

The results of the hypotheses tested (table 12) shows that, job engagement ($\beta = 0.092$, $p > 0.05$), job diversification ($\beta = 0.065$, $p > 0.05$), job flexibility ($\beta = 0.060$, $p > 0.05$), job technology ($\beta = 0.029$, $p > 0.05$), work-life balance ($\beta = 0.534$, $p < 0.05$), work environment ($\beta = 0.013$, $p > 0.05$), job satisfaction ($\beta = -0.259$, $p < 0.005$). The negative beta value under job satisfaction ($\beta = -0.259$) suggests that when the employee's level of satisfaction at work is low, this will lead to a higher intention to leave the workplace. This is an indicator for the organization to take the necessary actions to prevent the turnover of employees. Job engagement has no association with intention to leave ($\beta = -0.259$, $p = 0.095$), so Hypothesis 1 was not endorsed. Same goes to work diversification and intention to leave, there is no partnership, so Hypothesis 2 is also not endorsed ($\beta = -0.065$, $p = 0.235$). Job flexibility ($\beta = -0.060$, $p = 0.215$), job technology ($\beta = -0.029$, $p = 0.587$), work environment ($\beta = -0.013$, $p = 0.815$), and intention to leave also shows no association, so Hypothesis H3, H4 and H6 are not supported. Work life balance ($\beta = -0.534$, $p = 0.815$) and job satisfaction ($\beta = -0.259$, $p = 0.000$) both have an intention-to-leave relationship, so H5 and H7 are supported.

Table 12

Hypotheses Tested Results

Hypothesis	Beta	t	p	Results
Job Engagement → Intention to Leave	0.092	1.673	0.095	Not Supported
Job Diversification → Intention to Leave	0.065	1.189	0.235	Not Supported
Job Flexibility → Intention to Leave	0.06	1.243	0.215	Not Supported
Job Technology → Intention to Leave	0.029	0.544	0.587	Not Supported

Leave				
Work Life Balance → Intention to Leave	0.534	12.984	0.000	Supported
Work Environment → Intention to Leave	0.013	0.234	0.815	Not Supported
Job Satisfaction → Intention to Leave	-0.259	-4.575	0.000	Supported

Conclusion

This study examined the antecedents of intention to leave among female millennial employees. While each variable has been previously studied, the impact of mediating effect of job satisfaction together with other variables such as job engagement, job diversification, job flexibility, job technology, work environment, work-life balance, and intention to leave was not researched previously. The findings showed that job satisfaction had no mediating effect on other variables applied to female millennials. The results did indicate that there were no relationships between independent variables of job engagement, job diversification, job flexibility, and job technology with the intention to leave. Therefore, improvements to these systems would not impact the decision to leave employees. On the other hand, it was observed that independent variables of work-life balance, work environment, and job satisfaction were having weak to a moderate negative relationship with the intention to leave. This means that the changes on these variables will affect the intention to leave the employees. Since the relationship is negative, the better the perception of work-life balance, the work environment, or job satisfaction will lower the tendency of employees to have the intention to leave, and vice versa. While some of the results were supported by previous literature, other results will still need further investigation. Referring to the demonstrated relationship between the variables of job engagement, job diversification, job flexibility, and job technology, it was unbelievable that these variables did not contribute to the factors which influenced female millennials' intention to leave.

As mentioned earlier, there might be other factors that could have contributed to the outcome of this study, and further research is needed to help understand better the female millennials' perception and attitude. Organizations will likely continue to fight with the employee turnover until this generation cohort's mindset and behavior are fully understood in order to retain the female millennials employees in the workplace.

Study limitations and recommendations

There are many drawbacks to this study which provide opportunities for future studies. The conceptual model of this research explored the factors that contributed to the intention of female employees to leave the workplace. Other related factors relevant to the intention to leave and the mediating impact of other variables should be discussed in

future research. This study only used questionnaires to collect data without interviewing employees, which may preclude the study from providing additional details and reasons that the employees see as a justification for their intention to leave their job. Future research can also use other approaches to data collection through interviews that can provide a better picture of the factors that influence employees' intentions to leave..

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