



Case Study

Impact of motivation and job satisfaction on turnover: a case study of food additives producer Company

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ABSTRACT

In the current working environment, employee turnover focused as the main issue found in almost many organizations. Employees are the key to a company's productions and services. When employees are taken good care of by focusing on their needs, they will bring up the company's performance. However, the increasing percentage of employee turnover makes the company pay more attention to motivation and job satisfaction. Thus, an organization strongly thinks that employee motivation and job satisfaction should reduce the employee turnover rate. This action research was conducted to analyze the current factors influencing motivation and job satisfaction that brings to turnover intention. This research also suggests professional leadership training as a planned intervention towards this company. This research was focused on estimating the outcome of the planned intervention to reduce employee turnover intention in the Company. This action research study was conducted using two frameworks which are Social Exchange Theory and Theory Planned Behaviors. The methodology used in this research was a mixed-method approach by taking two interviews with managers (Qualitative approach), while a questionnaire survey (Quantitative Approach) was conducted with 35 respondents. Thematic Analysis and Statistical Package for the Social Sciences (SPSS) were utilized to analyze the data. Before the intervention, motivation and job satisfaction among employees were evaluated as low, and turnover intention was high based on an interview with managers and pre-survey results. The positive effects of the professional leadership training as intervention organized in the Company initiated are notable in thematic analysis and post-training survey results retrieved from employees. Based on the research, professional leadership training will be recommended for future researchers.

Keywords: Motivation; Job Satisfaction; Employee Turnover; Professional Leadership Training; Social Exchange Theory (SET); Theory Planned Behavior (TPB)

1. INTRODUCTION

The success of an organization is based on employees who are working in the organization, if the company face challenges in less productivity, more employee turnover and not stable because of the not satisfied work performance of employees who feel low self-motivation to work with the organization. When the economy of a country begins to enhance, the employee turnover issues also will be boomed so that this turnover intentions and strategies to reduce it will be examined again. In the initial state, employees are considered as the cost to an organization, but when time passes by, with improving talents, these employees become a treasurer. Loyal employees' presence can be seen in high-performing

companies because the management gives the same care to employees like customers. If employees become happy then the customers become happy too, so that it contributes to company growth. The main objective of this action research is to study the reasons for employee's turnover intention and reduce it by implementing intervention to improve employee's motivation and job satisfaction.

1.2. RESEARCH OBJECTIVES

- To identify the issues and main factors that impact turnover behaviors with employees.
- To suggest professional leadership training to enhance motivation and job satisfaction among employees as an intervention concerning lower employee turnover.
- To focus the result of professional leadership training as an intervention suggested concerning lower employee turnover among employees.

1.3. IMPORTANCE OF THE PROPOSED RESEARCH

1.3.1. Theoretical

Employee turnover behaviors has the biggest bonding with income and work gratification. Employee turnover behaviors has a close relationship with career progression, work nature and monitoring. Turnover intention can be explained using Social Exchange Theories (SET). This theory is totally based on the command of treating someone based on how they treat others. One incident estimated by a person based on information they retrieve enables them to make wise decisions. An individual with strong motivation will be able to stay in an organization in whatever situation. The outcome of employee turnover is not considered unfavorable but can lead to favorable results too. It still has serious future issues for many firms (Hishan et.al, 2021; Shahatha Al-Mashhadani et.al., 2021; Qureshi et.al, 2020; Vaicondam et.al, 2021; Akhtar et.al., 2021; Sanil & Ramakrishnan, 2015; Ramakrishnan et.al., 2016; Sanil et.al., 2016; Manokaran et.al., 2018; Kelana et.al.,2016). Few researchers also study about communication between employees and employee turnover. The deeper research on this employee turnover issue can make better understanding if it is researched based on the current situation. Employee turnover relates to many issues like poor communication among employees, lateness and attendance where needed deeper analysis based on Human Resource Management (HRM) practices.

Exchange activities are based on people's connection and social behaviors that roots to Social Exchange Theory (SET). In the workplace, this theory is very influential in the terms of organizational behaviors. Workplace is where most people spend their time. Many incidents could occur in workplaces where many types of people work there. Employees tend to join other jobs because of a 10% bump in salary so that results in a social exchange process (Li, 2020). Hiring new employees frequently causes using more money and it's better to sustain the existing employees by recognizing their performance. Continuing a good social exchange balance anyhow able to create loyal bonding with every employee in

the company (Li, 2020). This will make the communication among employees sustainable, and the relationship will stable with everyone.

Based on interview and questionnaire survey findings, the reasons of employee turnover have been identified. The intervention which is professional leadership training will make the employees sustain in organization.

1.3.2. Practical

Based on practical viewpoint, getting to know how to lessen the employee turnover of talented employees is very important in the terms of expanding business. Business firm in the 21st century should be capable of saving information and circumstances of employees working in the company. Work related employee turnover reasons are mainly the controlling power of the employer. This creates dissatisfaction among employees on their job's situation, managerial issues, or income shortening. In other terms, no-work related employee turnover has reasons like mainly because of personal life such as changing house location, family issues, marital problems, mood swings or mental condition that makes bigger impacts in workplace production. The focus of this finding is to finalize the current problems in Company XYZ Based on interview and information collected, the poor communication between employees makes the turnover rate increase in the company. Based on the pre-survey data collection, intervention has been created to recover from the problems.

Once completed the research, this will create a way to increase the motivation among employees by making them communicate well with each other and this will lead to reduction in employee turnover behaviors. The intervention that will be implemented in this organization will solves the issue and it will be continued by the management of this company. It will act like an avoidance for future problems that could arise in the terms of employee turnover intention. Moreover, the headquarters of this company or government may check the outcome of this project to re-consider the available policy to sustain the employees in the company. So that, many training programs will be hosted by creating better policies that will lead to reduction of employee turnover intention.

2. LITERATURE REVIEW

Employee turnover can be described as "the ratio of staffs who resign from the company for a specific time (within one-year time period), considered as a percentage of overall staff numbers" and when the "staffs sustain in the company to the limit where the company management able to hold on its staffs and it can be calculated based on the ratio of staffs with the certain duration of working period (one year or greater) described as a percentage of total staff numbers. It's quite difficult when getting to know deeper about employee turnover intentions. Many sectors facing the same issues on higher turnover behaviors of employees but manufacturing and food and service industry facing the biggest challenges in overcoming this issue. A talented human resources department plays a crucial role in identifying a right candidate to join in the company that could lead to retaining the employees for a longer time. Employees' motivation stages, production and turnover reasons differ based on their personalities. Making them loyal to the company will take time

and factors that could sustain them is crucial. However, the level of employee's performance is totally based on their inner motivation which may be high or low in any organization. Motivational stage of a person decides how best the performance is going to be and it will lead to lower turnover intentions due to high satisfaction of their working life.

2.1. SUMMARY OF LITERATURE REVIEW

Employee turnover is always related to resignation of an employee in an organization and researched for a long time among company's management. According to the previous studies, employees who are talented and have skills resign from job because they don't prefer to stay in the organization and not interested in putting extra hard work for a job and do not do overtime work so that the performance of the company reduces. Based on previous studies on turnover, employees do find the influencing factors that lead them to resign from the job (Alias, et al., 2018). Moreover, engagement among staff has turned to very crucial forms in a business entity in past years (Robertson & Cooper, 2010). Staff engagement becomes very important because it makes staff's intention to resign higher (AbuKhalifeh & Som, 2013). Company's find out that the main reason for employee turnover is because of low employee communication. Small and Medium Enterprises (SMEs) are supported to communicate with employees by getting to know their hardships on work and this could lead to reduction in employee turnover (Effiong, et al., 2017). The productivity of an organization is greater in communicating with staff's decisions and productivity (Msangi, 2019). Staff who always communicate with the employers more willingly decide to stay in the company and continue their work. When communication among employers and employees is high then the innovation, trust will get higher and the turnover intention will be gone (Iddagoda, et al., 2015). In variance, the threats come from the employees who are not engaging in any activity of an organization and they could become the reason for other employees to not performing well. Based on findings, employee engagement creates a positive environment with Human Resource Management (HRM) practices. The upcoming sections will explain more on training and developments and performance appraisals where they determine the HRM practices to improve work motivation and job satisfaction among employees.

2.2. RELEVANT THEORIES AND MODEL

2.2.1. Social Exchange Theory

Social Exchange Theory (SET) can be described as the dominant concept that is used to get a clear view of organizational behavior among employees (Cropanzano & Mitchell, 2005). This theory consists of possibilities of action that are gained based on promising feedback of an individual which creates the collaboration and promising dealings and contacts over time. This theory helps researchers to gain greater insight of staff behavior and reason for resigning from the company (Ngo-Henha, 2018). Basically, when researchers tend to analyze relationships, it will be most probably about the relationship between two communicating companions that could be a person or society. There are many terms of interpersonal switching. The usual assumption is that employees can create remarkable

social exchange connections, but initiated by their current managers (e.g.), colleagues (e.g., Cox, 1999; Deckop, et al., 2003; Ensher, et al., 2001), employers (e.g., Moorman, et al., 1998), consumers (e.g., Houston, et al., 1992), and distributor (e.g., Perrone, et al., 2003).

Social exchange consists of mutuality where one provided with some benefits by exchanging with one another at the same time and this could lead both to get benefit (Molm, et al., 2007). Employees should be given right benefits in order to reduce turnover behavior among them. The social exchange theory (SET) confronted by many researchers for the past few years (Brimhall, et al., 2014; Cheng & Waldenberger, 2013; Singh et al, 2013). According to Singh, et al. (2013), described in detail on challenges faced by engineers on social media and the ways of self-belief that stop excellent staff to resign from the organization. The thinking of SET and employee withdrawal behavior mutual procedure between staff and managers (Wittmer, et al., 2010, Hishan, et al., 2021). The aim of this research is to upgrade communication between employees by decreasing turnover intention in Company XYZ Situation in organization can be changed by making the employees to be committed towards organizations if this theory is able to support them to reduce turnover intention.

2.2.2. Theory Planned Behavior

Theory of Planned behavior is also known as arise in 1980 named Theory of Reasoned Action. This theory used to evaluate a person's objective to connect in an attitude at a certain period and location (LaMorte, 2019) This theory explains attitudes over individuals who have capability to apply self-control. Behavioral intent is focused on this theory in terms of expecting a result and personalized assessment of the threats and gains of that result. Health behaviors and objectives including smoking, drinking and more that resulted from using Theory Planned behavior (TPB). This proves that motivation and capability relate to behavioral success. This theory comprises three types of beliefs which are behavioral, normative and control.

This theory totally represents a person making an analysis based on the information they receive and decide on how to react to that situation. This makes the person decide the best solution by referring to how they feel the importance of that specific thing based on their attitude. Social Exchange Theory and Theory Planned behavior are connected to one another. This can be seen when an individual decides to buy something and plan to buy the things can come from the behavior where the individual tries to get that goodness. When an employee works in a stressful working environment, it will create the withdrawal intention and their attitude will change. This will increase the employee turnover intention. This mainly because of the specific behavior that the employee has, and the situation creates the pathway for it to happen. According to (Hussein, 2015), employee turnover intentions will be greater if they gain low job satisfaction. This situation will lead to turnover of employees from the company.

2.3. PROBLEM DIAGNOSIS

Company XYZ has identified that this company has had the highest employee turnover in the past few years. The employees resign from this company from many departments such

as management, operations, research and development, quality, sales & marketing, administration, finance, human resources, logistics and security. The chart shows that Company XYZ has a high employee turnover rate. Total number of employees who resigned in 2020 is 86. While the total number of employees working in this company in the year 2020 is 680. The above calculation shows the employee turnover rate of Company XYZ of year 2020 which is 12.6%. Based on LinkedIn findings, an ordinary employee turnover rate is about 10% and it's totally based on type of industry. The standard employee turnover rate in 2017 was 18% while 50% of them plan a progression plan in future according to SHRM Human Capital Benchmarking (Stowers, 2020). Fig. 1 shows the total number of employees withdraw in the year 2020. Companies must target a 10% employee withdrawal rate, but many fails in this by reaching 12% to 20% (Stowers, 2020).

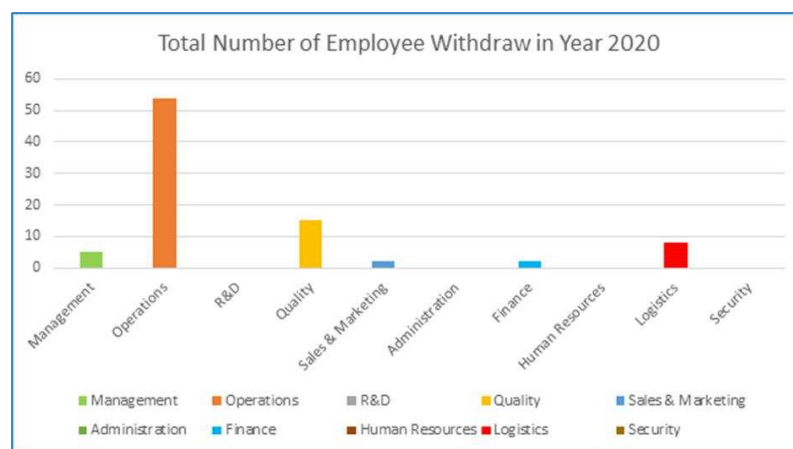


Fig. 1. Shows Total Number of Employee Withdraw in Year 2020

Source: Author

2.4 PROBLEM STATEMENT

In this case, Company XYZ can be categorized as having a high employee turnover rate based on specific departments turnover numbers such as operations, quality and logistics based on the information. The reason for the turnover is mainly due to lack of motivation and job satisfaction in this company. This results in low communication between employees and finally the employees make the decision to resign from the company. In the following sections, there will be more details to be described.

2.5. HYPOTHESIS

Increasing employee turnover intention in Company XYZ leads to managerial decisions to be taken. There are few researchers summarizing that training and development could improvise employee work motivation and job satisfaction positively. So that this will make an impact among employee turnover behavior. This research suggests that Company XYZ can conduct a professional leadership training under training and development as the intervention plan to improve the work motivation and job satisfaction among employees. If the communication among employees, motivation and job satisfaction of employees increased thus the employee turnover intention will reduce. The Table 1 shows the list of hypotheses.

Table 1. Tested Hypothesis

Hypothesis	Description	Hypothesis Supported
Motivation and job satisfaction	When motivation and job satisfaction of employee improved thus the performance of employee at work can be improved.	Accepted
Employee Turnover Intention	Improved motivation and job satisfaction will reduce employee turnover intention.	Accepted
Training and development	Training and development could improve employee work motivation and job satisfaction positively.	Accepted

3. METHODOLOGY

3.1. PHILOSOPHY OF RESEARCH

This research overall focused on pragmatism which is the mixed-method approach. This method comprises qualitative and quantitative methods of approach to gain data collection. Interviews were conducted on a one-to-one basis to recognize the issues in the organization and interpret on intervention analysis that will be implemented in the company. Pre-survey questionnaire distributed among employees to analyze the motivation and job satisfaction working in this company. While a post-survey questionnaire distributed at the end of the intervention applied to finalize the effectiveness of the intervention in the company. Interview session conducted to retrieve the deep understanding on the issues in the company.

3.2. RESEARCH ROLES

When this action research conducted, author design the research by collaborating with the managers in Company XYZ. Managers of the organization played role by providing data and giving questionnaires for the research. They made the data sources available for author to collect and research about the employee turnover behavior. Author collected the data and created it into an action research project by processing and analyzing data.

3.3. RESEARCH DESIGN

The issues in Company XYZ have been obtained in the starting stage and suggestion given to overcome the issues. Data collection based on qualitative and quantitative occurred in the initial stage. Post-survey questionnaire done on implementation to estimate the objective of the implementation achieved or not. Model and theory from the previous study supported this research in terms of solving the issues in the company. The research design mainly focused on the information gathered to identify the issue and rectify it based on few strategies.

3.4. VALIDITY

In this research, the qualitative data which is interview and quantitative data which is survey questionnaire taken from employees in Company XYZ the information retrieved from interviews with managers checked by the managers to know if it is reliable. The data then organized into a few themes through thematic analysis. While the survey

questionnaire researched using graphs and chart comparison with mean and standard deviation data.

3.5. DATA ANALYSIS METHOD (MIXED METHOD)

The data analysis method used in this study is creating research questions and find answers for it in the qualitative analysis. Interview questions for problem identification and after intervention questions will be analyzed through thematic analysis. While pre-survey questionnaire will be distributed to employees of Company XYZ before the intervention conducted to get the actual data of employee's turnover intention in current situation of the organization. While post survey questionnaire will be distributed after the intervention applied in the organization. The professional leadership training intervention will be used in data analysis to find the difference before and after of the employee's turnover intention.

The interview conducted in qualitative method used thematic analysis as data analysis tool to determine the themes for factors influencing the employee turnover intention and motivation and job satisfaction of employees. While Statistical Package for the Social Sciences (SPSS) used as data analysis tool for survey questionnaire to determine demographic data, motivation and job satisfaction, employee turnover intention and training and development. This data analysis tools helps in finding data accurately. Descriptive analysis and Wilcoxon T-test is conducted through Statistical Package for the Social Sciences (SPSS).

3.5.1. Qualitative (Interview)

In this research, Interview has been used as a method to find data related to the problem that arises in Company XYZ Structured interview conducted with two managers in start-up meeting while post-interview done after the implementation of the intervention done in the company. Once the interview data compiled in one file, the contents has been checked by the managers to make sure it is reliable. The data collected from the interview analysed through thematic analysis. Interview protocol for problem identification and feedback after proposed intervention.

3.5.2. Quantitative (Questionnaire)

In this action research, survey questionnaire data plays an important role in finding the right information about employee motivation, turnover intention and training and development accurately. The questionnaire modified from previous studies to find the right data. This survey questionnaire prepared as multiple-choice questions in Section A (Demographic) related data collection. While, Section B (Employee Motivation and Job Satisfaction), Section C (Employee Turnover Intention) and Section D (Training and Development) conducted in Likert scale where it represents Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (DS). Survey questionnaire distributed among 35 employees in Company XYZ. Findings

4.1. QUALITATIVE ANALYSIS

Table 2. Thematic Analysis for Problem Identification in Company XYZ

Interview: Problem Identification in Company XYZ		
Questions	Codes	Summary
1. What are the main problems faced by Company XYZ?	1. Increasing employee turnover 2. Less manpower 3. Low Communication 4. Low motivation 5. High staffing cost	There are few challenges faced by the organization in solving the issue of increasing employee turnover, lateness, and attendance. Based on the interview, employees tend to resign because they are having seniority among them. The seniors who have long experience tend to give instructions to the new staff. So, they show their seniority power to reduce their workloads. Since, the organization cannot lose them due to their high skills and talents level, they are sustaining in the organization. Senior employees and new employees also have communication issues. Most of the employees do not complete works before due dates. This makes the Human Resources have high staffing costs, but the turnover is still high.
2. Why are the staff in this company deciding to resign from the job?	1. Prefer new tasks 2. Workplace stress 3. Better job opportunities 4. Less friendly staffs	There are many factors decided by employees before leaving the workplace. Employees in this company do not prefer to do daily tasks as it is, and they are used to it where it leads to not being interested in doing it anymore. Employees also feel the workplace environment is so negative because of the existing employees who demotivate other employees. Friendly staff are very less and high workloads because of turnover attitude of other employees makes them so stressed. The workloads of previous employees fall on current employees and this makes them stressed and more pending works increasing. This makes them resign from the workplace to find better jobs that have more interest and exact duties that they are supposed to do.
3. Is the employee turnover impacts the environment of the company? How is it affecting?	1. Decreasing productivity 2. Less manpower 3. Delay in hiring new employees	The increasing employee turnover intention has created bad impacts to organization. The increasing workloads for existing employees make them stressed and it makes them more demanding by taking their time to complete the tasks. Moreover, attendance issues among employees happen because they know more and feel motivated to come for work every day. Less manpower issues come from employee's turnover behaviour and it tends to increase the workloads for existing employees and their own works are not completed when due dates are nearer. Consequently, hiring new employees takes a long process and it makes the company less productive.
4. What is a manager's role that must be enhanced to decrease employee turnover?	1. Develop interpersonal skills 2. Conduct training and development 3. Provide adequate information 4. Provide fair treatment	Managers play a crucial role in this workplace. Employees are looking for open communication between them and managers. So that many issues can be solved by only communicating with each other. Managers need to improve their interpersonal skills to create strong bonding with employees. Training and development are also important tools that will enhance employee skills and talents. Through training managers and employees can create good relationships. Managers also prefer to conduct counselling training for their employees if it is needed. Managers know that they are not very friendly with employees and they want to improve it too. Sometimes, employees don't understand their tasks properly and managers think they can provide adequate information to complete the tasks. Moreover, managers are willing to treat everyone fair in this organization. Senior and new employees will be focused equally and will advise in necessities. So, managers' contribution in reducing employee turnover is very high.
5. Do you have anything to	1. Improving declaration	Improving declaration is some activity that can be done by a manager to review employee performance monthly. Managers can highlight what

Questions	Codes	Summary
add that will be helpful for the research?	2. Developing interpersonal skills	are the things one employee can improve. Managers also suggest that improving employees' interpersonal skills will be beneficial for employees and organization.

The main themes and the corresponding codes are shown in the Table 2 and Table 3. These tables will give an idea about the output of the thematic analysis.

Table 3. Thematic analysis on impacts of intervention planned (Professional Leadership Training) in Company XYZ

Thematic analysis on impacts of intervention planned (Professional Leadership Training)		
Questions	Codes	Summary
1. In your opinion, training in an organization is crucial? Why?	1.Decreasing employee turnover intention 2.Improving personality development 3. Work motivation and job satisfaction enhanced	After intervention is implemented, the managers agreed that professional leadership training is effective since the outcome can be seen. This professional leadership training enhanced employee's motivation and job satisfaction to work continuously in this company. Employee's skills, talent and knowledge has been upgraded too. Employees able to do their work confidently and the leadership training able to change employee turnover intentions.
2. Professional Leadership Training introduced well in your organization?	1.Leadership skills 2.Time management skills 3.Employee engagement	According to the response of managers, the professional leadership training was introduced well in the organization. The training has given many benefits to the organization. Employees are motivated and productive in delivering tasks. Employee engagement also has improved, and teamwork can be developed more.
3. Do you think the Professional Leadership training helped to gain work productivity? Why?	1.Organization's future leader 2. Employee feel valued 3.Understand better about work	This Professional Leadership Training has improved work productivity by increasing the employee's intention to become the leader in the organization. They also feel valued, and they understand that their feelings are respected by the company. Employees also know that this organization gives many opportunities to develop in the career. After training, the employees have a clear understanding of their tasks.
4. Do you think Professional Leadership Training increases an employee's motivation towards work? Why?	1.Trust on organization increased 2.Decrease in lateness and attendance issues 3.Better performance	Employees motivation towards work increases day by day. They feel they are appreciated and their trust in organization has increased. The decrease in lateness and attendance issue supports the statement well. They are also able to complete their work on time and it is better than last time. Employees also tend to do overtime nowadays. Employee's performance level increases because their work motivation increases.
5. Employee turnover can be reduced by taking part in Professional Leadership Training? How?	1.Increasing motivation 2.Appreciated and recognized by organization 3.Positive working environment	Managers confirm that this Professional Leadership training has given many benefits to the organization. This training has improved efficiency among employees towards their work. This training will help the organization to reduce the employee turnover intention. Management has provided the supporting documents such as attendance and lateness report after the intervention applied and the outcome is positive. In conclusion, the training plays a crucial part in employees decision making to stay in the organization.

The Professional Leadership Training is worked well in this action research.

4.2. QUANTITATIVE ANALYSIS

The summary of the quantitative analysis is shown in table 4. It gives the details of all the tests conducted using the quantitative method.

Table 4. Central Tendency Measurement & Wilcoxon Test Results

Central Tendency Measurement	Mean		Standard Deviation		Wilcoxon Test																											
	Before	After	Before	After																												
Motivation and Job Satisfaction	2.551	4.525	0.610	0.325	<table border="1"> <thead> <tr> <th colspan="5">Ranks</th> </tr> <tr> <th></th> <th></th> <th>N</th> <th>Mean Rank</th> <th>Sum of Ranks</th> </tr> </thead> <tbody> <tr> <td rowspan="4">POST MEAN MJS - Mean for motivation</td> <td>Negative Ranks</td> <td>0^a</td> <td>.00</td> <td>.00</td> </tr> <tr> <td>Positive Ranks</td> <td>35^b</td> <td>18.00</td> <td>630.00</td> </tr> <tr> <td>Ties</td> <td>0^c</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>35</td> <td></td> <td></td> </tr> </tbody> </table> <p>a. POST MEAN MJS < Mean for motivation b. POST MEAN MJS > Mean for motivation c. POST MEAN MJS = Mean for motivation</p>	Ranks							N	Mean Rank	Sum of Ranks	POST MEAN MJS - Mean for motivation	Negative Ranks	0 ^a	.00	.00	Positive Ranks	35 ^b	18.00	630.00	Ties	0 ^c			Total	35		
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Employee Turnover Intention	2.268	4.411	0.467	0.414	<table border="1"> <thead> <tr> <th colspan="5">Ranks</th> </tr> <tr> <th></th> <th></th> <th>N</th> <th>Mean Rank</th> <th>Sum of Ranks</th> </tr> </thead> <tbody> <tr> <td rowspan="4">POST MEAN TURNOVER - Employee turnover</td> <td>Negative Ranks</td> <td>35^a</td> <td>18.00</td> <td>630.00</td> </tr> <tr> <td>Positive Ranks</td> <td>0^b</td> <td>.00</td> <td>.00</td> </tr> <tr> <td>Ties</td> <td>0^c</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>35</td> <td></td> <td></td> </tr> </tbody> </table> <p>a. POST MEAN TURNOVER < Employee turnover b. POST MEAN TURNOVER > Employee turnover c. POST MEAN TURNOVER = Employee turnover</p>	Ranks							N	Mean Rank	Sum of Ranks	POST MEAN TURNOVER - Employee turnover	Negative Ranks	35 ^a	18.00	630.00	Positive Ranks	0 ^b	.00	.00	Ties	0 ^c			Total	35		
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	Ties	0 ^c																														
	Total	35																														
Training and Development	2.509	4.842	1.061	0.288	<table border="1"> <thead> <tr> <th colspan="5">Ranks</th> </tr> <tr> <th></th> <th></th> <th>N</th> <th>Mean Rank</th> <th>Sum of Ranks</th> </tr> </thead> <tbody> <tr> <td rowspan="4">POST MEAN TRAINING - Training n Development</td> <td>Negative Ranks</td> <td>0^a</td> <td>.00</td> <td>.00</td> </tr> <tr> <td>Positive Ranks</td> <td>35^b</td> <td>17.50</td> <td>595.00</td> </tr> <tr> <td>Ties</td> <td>0^c</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>35</td> <td></td> <td></td> </tr> </tbody> </table> <p>a. POST MEAN TRAINING < Training n Development b. POST MEAN TRAINING > Training n Development c. POST MEAN TRAINING = Training n Development</p>	Ranks							N	Mean Rank	Sum of Ranks	POST MEAN TRAINING - Training n Development	Negative Ranks	0 ^a	.00	.00	Positive Ranks	35 ^b	17.50	595.00	Ties	0 ^c			Total	35		
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	Ties	0 ^c																														
	Total	35																														

According to the table 4, before the intervention applied mean for motivation and job satisfaction is 2.551 with standard deviation 0.610. Once the professional leadership training intervention conducted, changes occur in motivation and job satisfaction of employees and it can be seen through mean count increasing which is 4.525 with standard deviation 0.325. This outcome proves that employee's motivation and job satisfaction has become better after intervention conducted in organization. The Wilcoxon test result for motivation and job satisfaction shows that the null hypothesis is rejected.

Before the intervention applied, mean for employee turnover intention is 2.268 with standard deviation 0.467. Once the professional leadership training intervention conducted, changes occur in employee's turnover intention and it can be seen through the mean count increasing which is 0.467 with standard deviation 0.414. This outcome shows that employee's turnover intention has been reduced after intervention conducted in organization. The Wilcoxon test result for employee turnover intention shows that the sum of the null hypothesis is rejected.

Before the intervention applied mean for training and development is 2.509 with standard deviation 1.061. Once the professional leadership training intervention conducted, changes occur in employee's turnover intention reduced and it can be seen through mean count increasing which is 4.842 with standard deviation 0.288. This outcome shows that employee's turnover intention has been reduced after professional leadership training intervention conducted in organization. This also proves that motivation and job satisfaction among employees improved. The Wilcoxon test result for training and development shows that the null hypothesis is rejected.

This result proves that the null hypothesis rejected. There is strong difference when compare pre- and post-professional leadership training. In conclusion, this intervention plan of professional training development is very efficient in Company XYZ.

4.3. DISCUSSION

4.3.1. Reflection

According to the previous study, employees with best skills and quality left from job and they are not interested to work extra time in organization. Thus, the productivity of an organization started to decrease from there. The employee's turnover occurred makes the companies to face challenges to sustain the employees with skills (Alias, et al., 2018). Based on goal orientation, as it gives a standard framework for how a person expresses in successful settings (Elliot, 2005). In this research, employee turnover occurred due to employees having low motivation and job satisfaction towards this work and organization. Under Human Resource Management (HRM) practices, one of the main elements that used to solve issues related to employees is training and development. In this study, professional leadership training was conducted to retain existing employees in organization. Once this intervention applied, employees started to feel motivated to work because this training focused on employee goals in life and interpersonal skills developed through this training. Employees also started to manage their timing well and their communication skills got better. As a result, the lateness record reduced in number and attendance became better. This action research proves that professional leadership training has given many positive impacts to the organization thus the objective achieved.

Objective 1: To identify the issues and main factors that impact turnover behaviour with employees in Company XYZ

This action research explored the issues that affect the employees of Company XYZ. The issue in this organization identified through the interview sessions with two managers of this company. The PESTEL analysis summarised that this organization has high opportunity externally but internally is not strong because of high employee turnover rate which is 12.6%. The main issue finalised from SWOT analysis and fish bone diagram. The issues focused on employee turnover intention. This issues also involves the lateness and attendance problems among employees. This issues also lead to many challenges faced by the organization like high staffing cost, delay in projects and more. Based on the research, it was identified that employee motivation and job satisfaction must be improved to sustain them in the organization. The increasing turnover among employees reduced

after implementation of intervention occurred. The professional leadership training provided to the employees to improve their work motivation and job satisfaction.

Objective 2: To suggest professional leadership training to enhance motivation and job satisfaction among employees as an intervention concerning lower employee turnover in Company XYZ

A sample of 35 employees participated in the survey questionnaire to evaluate the effectiveness of the intervention proposed which is Professional Leadership training in Company XYZ. This evaluation finalized with Wilcoxon T-test to retrieve the significant level based on intervention conducted.

Table 5. Shows Summary of Wilcoxon T-test

Hypothesis	Result	Significant
There is significant result before and after the intervention of Professional Leadership Training in Company XYZ	p-value=0.010 t-value=0.000	Yes

Source: Author

Based on the Table 5, Wilcoxon t-test proves that the p-value (0.010) and t-value (0.000) shows significant outcome. This outcome proves that there is difference before intervention which is (Mean=2.509, Standard Deviation=1.061) and after intervention which is (Mean=4.842, Standard Deviation=0.288).

This result proves that the null hypothesis rejected. There is strong difference when compare pre- and post-professional leadership training. In conclusion, this intervention plan of professional leadership training is very efficient in Company XYZ.

Objective 3: To focus the result of professional leadership training as an intervention suggested concerning lower employee turnover among employees in Company XYZ

Based on the interview with 2 managers after the intervention conducted, the motivation and job satisfaction of employees towards work increased. The skills of employees improved, and their turnover intention started to reduce. Managers willing to conduct more training for employees in future to sustain the positivity in the working environment. The lateness and absence record of employees becomes better compare to the previous result before intervention. This Professional Leadership Training has improved work productivity by increasing the employee's intention to become the leader in the organization. Employees also know that this organization gives many opportunities to develop in the career. After training, the employees have a clear understanding of their work scope. According to qualitative approach, this intervention able to lower the employee turnover intention Company XYZ.

4. CONCLUSION

5.1. CONTRIBUTION

This research conducted by collecting the data from the organization. The data analysis and interpretation made by referring to the journals from UTM Library Portal. This journal

will contribute to the employees and organization by giving them the idea of analyzing the turnover reasons and ways to overcome the situation.

5.2. ACTION RESEARCH REFLECTION

This action research has made a big reflection in the Company XYZ. A positive working environment have been created to sustain quality employees in the organization. Almost all the employees changed their behavior in many aspects like reduced lateness count, improved attendance record and in overall work performance of employees become better. This action research helped the author to understand how an organization handles employee turnover behavior by conducting this project.

5.3. RESEARCH PROCESS REFLECTION

The intervention applied in this organization is professional leadership training that focused on improving employee work motivation and job satisfaction. There are two methods used in this research which are qualitative for interview and quantitative for survey questionnaire. On the pre-survey questionnaire, it was identified that employee turnover intention is high, and their work motivation and job satisfaction was very poor. The previous training session conducted in this organization was not very helpful to solve the issues. So, an intervention plan was implemented which is professional leadership training that comprises developing interpersonal skills of employees, improving communication and presentation skills of employees and time management skills focused and two days training program conducted.

5.4. RESEARCH REPORTING EFFECTIVENESS

The results are tremendous and have made organization to become more effective because the productivity of employees started to improve. This is because the employees get motivated, and they start to be treated like leaders by the employers. This working environment became positive, and the employees started to come on time for work. The post survey conducted after one month of the intervention applied. It was very positive, and the significant changes can be seen clearly. The employees can make better decisions, able to set goals for their future and the lateness issues reduced. The organization is satisfied with the implementation planned through this action research. In conclusion, the intervention implemented in Company XYZ is effective.

5.5. ACTION RESEARCH OVERALL REFLECTION

In this action research study, the objective of the research was accomplished. The main objective of this study was to improve the work motivation and job satisfaction among employees in Company XYZ the employee turnover intention has affected the productivity, motivation, behavior and branding of the organization. The staffing cost was getting higher since resigning employees' numbers got higher too. The intervention that was implemented in the organization has brought the biggest changeover to the organization. The intervention applied started to show the outcome in terms of reduction in lateness

record, productivity among employees, employees volunteering for overtime and more. The lateness was able to be reduced but not completely. This is because the continuous training programs must be conducted to enhance employee's motivation.

5.6. OVERALL CONCLUSION

Employee turnover will increase workload for the existing employees in the organization. Human Resources takes time to find new talent. Meanwhile, the organization will go through a shortage of staff to handle important projects. This will lead to more issues like work stress, demotivated to work and attendance issues that arise. Organizations must focus on employees' needs to sustain them in the organization for a long time. Employees who are motivated and have job satisfaction will sustain in the organization and will be helpful for organization success. Professional Leadership Training has made a huge impact on the organization. It must be continued and must be upgraded from time to time to sustain the employees in the organization.

5.7. LIMITATION

Due to the current Covid19 pandemic situation, questionnaires distributed through email links for employees to participate. Each employee took their own time to complete the survey questionnaire. It taken a long waiting period to get each data from the Company XYZ due to the pandemic situation. This creates the limitations on carrying this action research.

5.8. FUTURE RECOMMENDATION

In this action research, few recommendations can be suggested to future researchers. The intervention planned for this organization has worked well. But this research also suggests, performance appraisals also can be done because it is one of the most important elements of Human Resource Management (HRM) Practices. The performance appraisals can be used for future research to develop employee motivation and job satisfaction. According to this research, this study covered Company XYZ as the sample size. The future researchers suggested exploring a more similar industry using big sample size.

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