



The Influence of Sustainable Organization Practices and Employee Well-Being on Turnover Intention

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ABSTRACT

The aim of this study is to determine (i) the level of implementation of sustainable organisation practices; (ii) the relationship between sustainable organisation practices and employee well-being; and (iii) the relationship between employee well-being and turnover intention. This study applies descriptive quantitative and bivariate methods. The sample of the study comprised 200 employees working in Government-Linked Companies. All instruments in this research were measured using a 5 point Likert scale. Based on Multiple Regression analysis, the results revealed that Job Control was the most dominant practice influencing Employees' Well-Being. It showed that the more control over one's work the more he or she were satisfied with their jobs. Employees' Well-Being was seen to be negatively related to Turnover Intention. This study is a significant guide and reference for managers and future researchers in determining the best work practices for the organization in the long term.

Keywords: Employee Well-Being, Government-Linked Companies, Sustainable Organization Practices, Turnover Intention

INTRODUCTION

In today's rapidly changing global world, the sustainability of an organization depends not only upon its financial performance, but also its environmental and social responsibility. In the Asian Sustainability Rating report (2011), Malaysia was ranked third out of ten countries for corporate social responsibility (CSR) in Asia. This high recognition addresses the fact that companies in Malaysia have started to

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recognize the importance of responsible and sound governance in business practices. The importance of sustainable organization practices has been acknowledged not only in helping maintain the well-being of their people, but also create businesses that survive and thrive in the long run (Perrini & Tencati, 2006). Nowadays, the corporate world is facing a deep transformation due to globalization.

Pfeffer (2010) has reported that organization and work practices can influence human beings and the social environment in a way that is even more harmful and pervasive than the effects it has on the physical world. Numerous workplace practices have been found to have adverse effects on employee health and other social welfare issues. As such, a socially responsible organization should be aware of work practices on employees.

According to the Putrajaya Committee (2006) on Government-Linked Companies (GLCs) High Performance, GLCs are defined as organizations that have primary commercial objectives in which the Malaysian Government has a direct controlling stake. GLCs are considered to be part of the corporate sector and an engine of economic growth. GLCs account for 36% of market capitalization in the Malaysian stock market, thus representing a significant role in the development of the country's economy (Mokhtar, 2005). The Malaysian government has high hopes that the GLCs will bring Malaysia forward to the next stage of development in terms of quality and performance. Therefore, the government introduced the Silver Book in

2006 which provides a set of guidelines on how GLCs can contribute to society in a responsible way while positively benefiting their business in the hopes of improving their performance as an engine of economic growth (Silver Book, 2006).

Most of the research and public pressure on sustainability have focused on the effects of business and organizational activities on the physical environment. The literature has focused more on the environment such as on air pollution, deforestation and water pollution rather than on employee well-being (Pfeffer, 2010). Redington (2005) stated that employees were the most essential group of stakeholders for a firm. Employees are said contribute to all areas of a business and hence is an essential assets in helping the growth of the business (Steenkamp & Kashyap, 2010). According to Hsu (2010), many companies are seen to focus their efforts on the environment ignoring the effects of long working hours, limited job autonomy, the unavailability of sick leave or paid vacation, and bullying or verbal abuse in the workplace on employee well-being. A study by Kaufman (2009) revealed that companies publicly report and track carbon emissions resulting from their activities; but it is difficult to find similar efforts concerning on employees. As such reporting on the impact of organization practices towards employee psychological health and well-being are scarce.

The Job Demand-Control (JD-C) model is a situation-centred model on which current job stress research is based. Generally, the JD-C model demonstrates that the primary sources of work stress

lie within two basic characteristics of the job and include: (1) “psychological job demands” and (2) “job decision latitude” or “job control”. Psychological job demands or workload have been defined by Karasek (1979) as psychological stressors present in the work environment such as a high working pace, a high level of time pressure, difficulties and mentally exacting work. The term “job decision latitude” has been clarified as the employee’s ability to control his or her own activities and skills usage (Karasek & Theorell, 1990). Psychological strain is a consequence of the demand of a job and the range of job control facing the employee. The JD-C model has proposed as its major prediction that the strongest adverse strain reactions of poor subjective health will occur when job demands are high and an employee’s control is low leading to a high strain job. The second proposal of the model is that job motivation, learning and growth will be fostered among employees when both job demands and control are high. Recent researches showed the JD-C model is appropriate because it has been able to predict health, motivational and productivity outcomes (Schnall, Landsbergis & Baker, 1994; Kristensen, 1995, 1996; Bosma, Marmot, Hemingway, Nicholson, Brunner & Stansfeld, 1997; van der Doef & Maes, 1999.)

This study is designed to examine the Sustainable Organization Practices with regards to Safety and Health, Work Stress, Work-Family Conflict, Job Control, and Training and Development. The primary aim of this study is to investigate the relationship

between Sustainable Organization Practices and Employees’ Well-Being and their influences on Turnover Intention in GLCs.

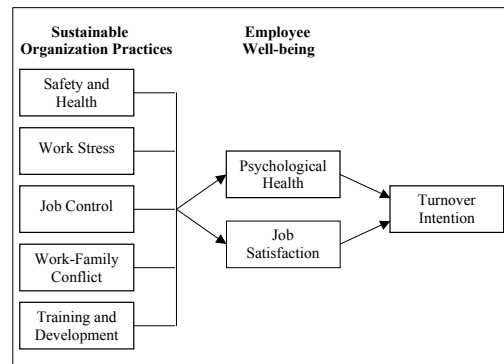


Figure 1. The conceptual framework

RESEARCH HYPOTHESES

The Relationship between Sustainable Organization Practices and Psychological Health

The health status of employees is an indicator of human sustainability and well-being since there is evidence that organizational decisions on managing and rewarding employees have profound effects on human health and well-being (Pfeffer, 2010). In this study, Psychological Health and Job Satisfaction will be used to measure Employee Well-Being. According to the JD-C model, they are important dimensions of employee well-being and used in previous studies to determine the relationship between working practices and individual well-being (Noblet, 2003; Rydstedt, Ferrie & Head, 2006). According to Pfeffer (2010), employees who have long working hours are likely to face conflicts between the responsibilities of work and

the family, resulting in stress and related implications (Chandola, Brunner & Marmot, 2006; Frone, 2000). This indicates that a work-life balance between work and family, work stress, job design, safety and training practices can have profound effects on employee well-being. Pfeffer (2010) also found that organizations must concern themselves with sustainable work practices such as whether to offer work balance arrangements, effective job control, equal job demand and the provision of safety and training to their employees as these practices may affect employee well-being. Therefore it is hypothesized that:

Hypothesis 1: There is a significant relationship between the Sustainable Organization Practices and Psychological Health.

Hypothesis 1a: There is a significant relationship between the Safety and Health Practices and Psychological Health.

Hypothesis 1b: There is a significant relationship between the Work Stress Practices and Psychological Health.

Hypothesis 1c: There is a significant relationship between the Job Control Practices and Psychological Health.

Hypothesis 1d: There is a significant relationship between the Work-Family Conflict Practices and Psychological Health.

Hypothesis 1e: There is a significant relationship between the Training and Development Practices and Psychological Health.

The Relationship between Sustainable Organization Practices and Job Satisfaction

As mentioned earlier, this study utilizes both Psychological Health and Job Satisfaction to provide a more detailed understanding of the extent to which adverse working practices may impact on particular dimensions of Employee Well-Being (de Jonge, Janssen, Dollard, Landeweerd & Nijhuis, 2001, Noblet, 2003; Rydstedt et al., 2006). According to the JD-C model, job satisfaction is shown as a measure of employee well-being and conveys how employees feel about their jobs and different aspects of their jobs and the extent to which they tend to like (satisfaction) or dislike (dissatisfaction) their jobs (Smith, Kendall & Hulin, 1969; Spector, 1997). According to Claessens, Van Eerde, Rutte and Roe (2004), employees who were involved in planning behaviours reported higher job satisfaction. Marmot (2004) proposed in his study that health is an indicator of social status. If health suffers, it indicates employee needs

are not being fulfilled and that they are not satisfied. A recent study conducted by Smith (2012), it is found that health and medical insurance policies had a significant influence on job satisfaction. In addition, Schmidt (2010) suggested that training and development have a great influence on employee job satisfaction. Therefore, it is hypothesized that:

Hypothesis 2: There is a significant relationship between the Sustainable Organization Practices and Job Satisfaction.

Hypothesis 2a: There is a significant relationship between the Safety and Health Practices and Job Satisfaction.

Hypothesis 2b: There is a significant relationship between the Work Stress Practices and Job Satisfaction.

Hypothesis 2c: There is a significant relationship between the Job Control Practices and Job Satisfaction.

Hypothesis 2d: There is a significant relationship between the Work-Family Conflict Practices and Job Satisfaction.

Hypothesis 2e: There is a significant relationship between the Training and Development Practices and Job Satisfaction.

The Relationship between Employee Well-being and Turnover Intention

Prior studies have found that Job Satisfaction (Hom & Griffeth, 1995; Mossholder, Settoon & Henagan, 2005) and Psychological Health (Gallo & Matthews, 2003) are two key variables that seem to be significant predictors of Turnover. The JD-C model has been shown to predict health and both motivational and productivity outcomes. Wright and Bonett (1992) found that employees who were low in both job satisfaction and well-being were less likely to remain in the organization and more likely to change not only their current jobs but also their occupation. Employees with higher levels of job satisfaction and psychological health were less likely to consider leaving their jobs as it has been shown that a well-organized job and a pleasant work environment enhances employee job satisfaction and psychological health. Several researchers have indicated flexibility and other work-family related policies are correlated to higher levels of commitment, job satisfaction, loyalty and lower turnover intention (Grover & Crooker, 1995; Roehling, Roehling & Moen, 2001; Scandura & Lankau, 1997). Hence, the more positively employees perceive their job characteristics and work environment

the more satisfied they tended to be. This study proposes that Job Satisfaction and Psychological Health will both be negatively related to Turnover Intention.

Hypothesis 3: There is a significant negative relationship between the Employee Well-Being and Turnover Intention.

METHODS

A total of 240 respondents were invited to participate in this study. The companies were selected based on the list of G-20 GLCs in Malaysia compiled by Khazanah Nasional Berhad. However, only 12 GLCs agreed to participate. Respondents were employees who worked in a variety of sectors in the industry, regardless of their age, year of employment and working department in the company. Since there was no restriction on gender, age and working department, a random and convenience sampling method was used to distribute the questionnaires. Of the 240 questionnaires sent out, only 200 questionnaires were usable.

The questionnaire used in this study adopted the Likert scale measurement. It consisted of four sections. Section A comprised the five variables included in the sustainable organization practices. Safety and Health was measured by the 14 items regarding employee perception and attitudes towards safety culture adopted from deVelis (1991). Work Stress was measured using the two dimensions of job

design scales, namely Psychological Job Demands and Job Control. Psychological Job Demands were measured using the 6 items developed by Bergers, Marcelissen and De Wolff (1986) and Job Control was measured using the 5 items developed by de Jonge, Landeweerd and Van Breukelen (1994). Work-Family Conflict consisted of 8 items developed by Kopelman, Greenhaus and Connolly (1983). Finally Training and Development consisted of 14 items of employees' perceived career development from the training given by the organization adopted from Battistelli and Odoardi (2004). Section B included two variables in the Employee Well-Being. There were 11 items focusing on Psychological Health developed by Goldberg and Williams (1988) and 16 items for Job Satisfaction adopted from Warr, Cook and Wall (1979). Section C consisted of the 2 items to measure the Employees' Intention to Leave developed by Colarelli (1984). In Section D, it consisted of the demographic backgrounds of respondents.

RESULTS AND DISCUSSION

Reliability Test

A reliability analysis was performed to measure the consistency of the questionnaire used in this study. Cronbach's alpha was computed in terms of the average inter-correlations among the items. It was based on the concept that the closer Cronbach's alpha is to 1, the higher the internal consistency reliability (Sekaran & Bougie, 2011).

Table 1 shows the reliability scores for the variables. All the variables were found to be well above the acceptable level of reliability. According to Sekaran and Bougie (2011), the minimum acceptable level of reliability may range from 0.60 to 0.80.

Table 1
Results of the Reliability Test

Variables	No. of Items	Cronbach's Alpha (α)
Safety and Health	14	0.797
Work Stress	6	0.824
Job Control	5	0.873
Work-Family Conflict	8	0.841
Training and Development	14	0.916
Psychological Health	11	0.766
Job Satisfaction	16	0.895
Turnover Intention	2	0.882

Demographic Profiles of Respondents

A descriptive analysis was used to determine the demographic distribution of the respondents, and covered, gender age, race,

marital status, industry (by sector), working department, position level and work hours. The results are shown in Table 2.

Table 2
Demographic Profiles of the Respondents (n=200)

Demographic variables		No. of Respondents	Percentage (%)
Gender	Male	104	52.0
	Female	96	48.0
Age	≤ 30	59	29.5
	31 - 40	77	38.5
	41 - 50	48	24.0
	≥ 51	16	8.0
Race	Malay	164	82.0
	Chinese	23	11.5
	Indian	10	5.0
	Others	3	1.5
Marital status	Single	56	28.0
	Married	141	70.5
	Divorced	2	1.0
	Widowed	1	0.5

Table 2
Demographic Profiles of the Respondents (n=200) - continue

Demographic variables		No. of Respondents	Percentage (%)
Industry	Financial	44	22.0
	Infrastructures & constructions	14	7.0
	Utilities	18	9.0
	Transportation & logistic	46	23.0
Occupation department	Customer service/support	43	21.5
	Engineering	20	10.0
	Finance	35	17.5
	Human resources	19	9.5
	Information technology	15	7.5
	Legal services	6	3.0
	Marketing	2	1.0
	Production	3	1.5
	Research & development	5	2.5
	Sales	5	2.5
	Others	47	23.5
Position level	Non-management	94	47.0
	Management	105	52.5
	Missing	1	0.5
Hours worked per day	≤ 7 hours	2	1.0
	8 hours	128	64.0
	≥ 9 hours	69	34.5
	Missing	1	0.5

HYPOTHESES TESTING

Multiple Regression was used to test the linear relationship between the Sustainable Organization Practices and Employees' Well-Being (Psychological Health and Job Satisfaction) based on the positive or negative directions. Hypothesis 1 predicts that there is a significant relationship between the Sustainable Organization Practices and Psychological Health. The R^2 value shown in Table 3 is 24.5%, which means that 24.5% of variance in employee's

Psychological Health can be explained by the Sustainable Organization Practices variables (Safety and Health, Work Stress, Job Control, Work-Family Conflict and Training and Development. Likewise, from Table 4 it can be seen that the model reached statistical significance at $p < 0.05$ level. Table 5 shows that a significant positive relationship was found between Job Control and Psychological Health ($\beta = 0.178$) at $p < 0.05$ level. Work-Family Conflict was also found to have a significant negative

relationship with employee Psychological Health ($\beta = -0.45$) at $p < 0.05$ level with a high correlation coefficient value suggesting that it is the strongest predictor of Psychological Health. Meanwhile, the remaining variables (Safety and Health, Training and Development, Work Stress) failed to show any significant relationship towards Psychological Health.

The Variance Inflation Factor (VIF) measures the impact of collinearity among the variables in a regression model. The VIF is $1/\text{Tolerance}$, and it is always greater than or equal to 1. If the VIF is equal to 1, there is no multicollinearity among factors. However, if the VIF is greater than 1, the predictors may be moderately correlated. According to Tabachnick and Fidell (1996), there is no formal VIF value determining the presence of multicollinearity. Values of VIF that exceed 10 are often regarded as indicating multicollinearity, but in weaker models values above 2.5 may be a cause for concern. Also, if Tolerance Value is

very low (close to 0), then this indicates that multiple correlation with other variables is high (Table 5).

This study discovered that only two variables namely Job Control and Work-Family Conflict successfully predicted employee levels of Psychological Health. Work-Family Conflict emerged as the stronger predictor of the two thereby indicating that employees nowadays were more troubled when faced with Work-Family Conflict, which therefore, affects their Psychological Health. This is consistent with the studies by Frone (2003) and Frone, Russell and Cooper (1992) which showed that Work-Family Conflict has been frequently reported to influence Psychological Health such as distress, job satisfaction, life satisfaction, organization commitment and turnover. Moreover, this form of conflict was also reported to cause tardiness, absenteeism and poor performance at work. Therefore, hypothesis 1 is only partially supported at $p < 0.05$ level.

Table 3
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.495 ^a	.245	.226	4.848

a. Predictors: (Constant), Training and Development, Work-Family Conflict, Work Stress, Job Control, Safety and Health

Table 4
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1482.281	5	296.456	12.613	.000 ^a
	Residual	4559.799	194	23.504		
	Total	6042.080	199			

a. Predictors: (Constant), Training and Development, Work-Family Conflict, Work Stress, Job Control, Safety and Health

b. Dependent Variable: Psychological Health

Table 5
Coefficient^a

Model	Unstandardized	Standardized	t	Sig.	Collinearity		
	Coefficients	Coefficients			Tolerance	VIF	
	B	Std. Error	Beta				
Safety and health	-.077	.071	-0.75	-1.07	.285	.787	1.271
Work stress	.101	.109	.064	.928	.355	.823	1.215
Job control	.289	.113	.178	2.56	.011	.802	1.247
Work-family conflict	-.477	.072	-.450	-6.61	.000	.839	1.192
Training and development	.125	.066	.147	1.89	.060	.650	1.538

a. Dependent Variable: Psychological Health

Hypothesis 2 proposes that there is a significant relationship between Sustainable Organization Practices and Job Satisfaction. Table 6 presents the results and it can be seen that the model reached statistical significance at $p < 0.05$ level indicating that the five variables of Sustainable Organization Practices did predict Job Satisfaction with a R^2 value of 30.4%. The analysis showed that the model reached statistical significance at $p < 0.05$ level (Table 7). Table 8 shows that there was a significant relationship between Training and Development Practices towards Job Satisfaction ($\beta = 0.235$) at $p < 0.05$ level. Likewise, Job Control was also found to have a significant positive relationship with employees' Job Satisfaction ($\beta = 0.379$) at

$p < 0.05$ level. Meanwhile, the remaining variables (Safety and Health, Work-Family Conflict, Work Stress) failed to show any significant relationship towards Job Satisfaction. The VIF in Table 8 shows that it is greater than 1. This indicates absence of multicollinearity among factors. The results revealed that only two variables (Job Control and Training and Development) out of the five sustainable organization practices predicted employee level of Job Satisfaction and Job Control emerged as the stronger predictor between the two variables. As suggested by Claessens et al. (2004), employees who were involved in planning behaviours believed that they had greater control over time in their jobs and thus reported higher job satisfaction and supported by the results below.

Table 6
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.552 ^a	.304	.286	6.565

a. Predictors: (Constant), Training and Development, Work-Family Conflict, Work Stress, Job Control, Safety and Health

Table 7
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3654.629	5	730.926	16.961	.000 ^a
	Residual	8360.551	194	43.096		
	Total	12015.180	199			

a. Predictors: (Constant), Training and Development, Work-Family Conflict, Work Stress, Job Control, Safety and Health

b. Dependent Variable: Job Satisfaction

Table 8
Coefficient^a

Model	Unstandardized Coefficients B	Standardized Coefficients Std. Error	Beta	t	Sig.	Collinearity Statistics	
						Tolerance	VIF
Safety and health	.124	.097	0.86	1.28	.202	.787	1.271
Work stress	-.044	.148	-.020	-.298	.766	.823	1.215
Job control	.886	.153	.379	5.66	.000	.802	1.247
Work-family conflict	-.121	.098	-.081	-1.23	.219	.839	1.192
Training and development	.282	.089	.235	3.17	.002	.650	1.538

a. Dependent Variable: Job Satisfaction

Hypothesis 3 predicts that there is a significant negative relationship between the Employee Well-Being and Turnover Intention. According to Table 9, 25.3% of the dependent variable (Turnover Intention) was explained by Employee Well-Being (Psychological Health and Job Satisfaction). The regression analysis in Table 10 also shows that the model achieved statistical significance at $p < 0.05$ level. From the results shown in Table 11, a significant negative correlation was found between employee's Psychological Health and Turnover Intention ($\beta = -0.365$) at $p < 0.05$ level. Similarly, the analysis also reported that there was a

significant negative relationship between employee's Job Satisfaction and Turnover Intention ($\beta = -0.251$) at $p < 0.05$ level. The results indicate that there is no presence of multicollinearity among factors since the VIF is greater than 1.

The findings show the variable Employee Well-Being (Psychological Health and Job Satisfaction) was negatively related to Turnover Intention which means that employees who had better psychological health and were satisfied with their job were less likely to have turnover intentions (Grover & Crooker, 1995; Roehling et al., 2001; Scandura &

Lankau, 1997). Therefore, hypothesis 3 is supported. Additionally, the results revealed that Psychological Health was a stronger predictor of employee’s Turnover Intention rather than Job Satisfaction.

Table 9
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.503 ^a	.253	.246	1.731

a. Predictors: (Constant), Job Satisfaction, Psychological Health

Table 10
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	199.064	2	99.532	33.227	.000 ^a
	Residual	587.126	196	2.996		
	Total	786.191	198			

a. Predictors: (Constant), Job Satisfaction, Psychological Health

b. Dependent Variable: Turnover Intention

Table 11
Coefficient^a

Model		Unstandardized	Standardized	t	Sig.	Collinearity	
		Coefficients	Coefficients			Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Psychological health	-.132	.023	-.365	-5.615	.000	.903	1.107
Job satisfaction	-.064	.017	-.251	-3.870	.000	.903	1.107

a. Dependent Variable: Turnover Intentions

CONCLUSION AND IMPLICATIONS

This study aimed to explore the influence of Sustainable Organization Practices and Employees’ Well-Being Turnover Intention in GLCs. From the inferential analysis, all hypotheses developed in earlier studies were successfully tested. The findings revealed partial support for a relationship between Sustainable Organization Practices

and Employee Well-Being, while at the same time showing a significant negative low relationship between Employee Well-Being and Turnover Intention. From the statistical results, this study found that Job Control practice has a significant positive relationship with both Employee Well-Being dimensions namely Psychological Health and Job Satisfaction. Hence, it can be seen

that Job Control is the most important and significant practice that can increase the Employees' Well-Being.

The findings in this study contribute to managerial practice in two areas. First, it may offer an explanation of Employee Well-Being. In the definition found in the Silver Book (2006), the practices that should be implemented by the GLCs to increase employee well-being was not discussed. The most obvious finding to emerge from this study is that Job Control was seen to have a positive relation for Psychological Health and Job Satisfaction. Second, this study aimed to explore the factors that influence employee turnover intention. The findings showed that Employee Well-Being is significantly negatively related to Turnover Intention. Therefore, it is vital for employers to have a clear picture when deciding which Sustainable Organization Practice needs to be given more focus as a long-term strategy to attract and retain their employees.

LIMITATIONS AND SUGGESTIONS FOR FUTURE STUDIES

The limitations of this study are: 1) researchers tend to face difficulties obtaining cooperation from companies; 2) most of the respondents complained that there were too many questions; and this research is a cross-sectional study among GLCs making generalisations difficult.

It is suggested future studies should use a larger sample size to improve the validity and reliability of the results. Making a comparison between organization practices

of GLCs and non-GLCs could enhance the validity and generality of the result. This may provide useful insights into the status of sustainability among GLCs and non-GLCs. Future studies may also investigate related organization practices such as inequality and layoff decisions that may contribute significantly to Employee Well-Being and Turnover Intention.

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