

CHAPTER 4

FINDINGS

4.1 Introduction

Chapter 3 explained the analysis techniques that were applied to test the conceptual framework and hypotheses of this study, and this chapter will discuss the findings of these analyses. The chapter begins with a discussion on the demographic and detail profiles of respondents. Following this, this chapter discusses the results of the analysis inclusive the analysis of assumptions, exploratory factor analysis, and the result of confirmatory factor analysis. Finally, the chapter presents the result of structural model to confirm the previous proposed hypotheses.

4.2 Data Screen

As mentioned in previous chapter 3 the surveys were delivered personally to the selected respondents who work in twenty four Ministries in Putrajaya, Malaysia. The assistance from twenty four enumerators was sought to distribute the survey to the selected employees. The survey questions was distributed early November 2016 up to December 2016. The complete survey questions were collected after two weeks. A total of 1137 survey questions were returned and collected from twenty four ministries in Putrajaya, Malaysia. Table 4.1 summarizes the number of surveys return based on the ministries in Putrajaya, Malaysia.

Table 4.1: The Number of Survey Return Based on The Ministries.

No.	List of Ministry in Malaysia	No of Survey Return
1	Ministry of Education	37
2	Ministry of Health	93
3	Ministry of Women, Family & Community Development	16
4	Ministry of Domestic Trade, Cooperative and Consumerism	20
5	Ministry of Human Resources	46
6	Ministry of Rural and Regional Development	69
7	Ministry of Agriculture and Agro-Based Industry	23
8	Ministry of Urban Wellbeing, Housing and Local Government	26
9	Ministry Of Home Affairs	55
10	Ministry of Transport	26
11	Ministry of Higher Education	43
12	Ministry of Plantation Industries and Commodities	73
13	Ministry of Youth and Sports	86
14	Ministry of Tourism and Culture Malaysia	82
15	Ministry of International Trade & Industry	32
16	Ministry of Science, Technology and Innovations	53
17	Ministry of Works	43
18	Ministry of Natural Resources and Environment	16
19	Ministry of Foreign Affairs	50
20	Ministry of Defence	82
21	Ministry Of Federal Territories	51
22	Ministry of Finance	16
23	Ministry of Communication and Multimedia Malaysia	71
24	Ministry of Energy, Green Technology and Water	28
Total		1137

In screening the data, 27 cases showed incomplete responses or missing values. Therefore, all the 27 cases with missing values were deleted. Deleting the incomplete

responses or cases with missing values was argued as the safest method because it is not prone to Type I errors, where a true null hypothesis was incorrectly rejected (Allison, 2002). This approach also is more likely to produce accurate estimates of standard error, confidence interval and p-values of the analysis (Allison, 2002). After deleting the 27 incomplete surveys, the complete and usable surveys were 1110. The final sample size exceeds the minimum sample size required to analyse the proposed model using the structural equation model technique (Hair et. al. 2010). The complete total respondents represents twenty four ministry public sector organizations in Malaysia. The following section will provide a detailed explanation of the demographic and profiles detail of the respondent.

4.3 Analysis of Results of Main Data

4.3.1 The Sample Demographic

This section will describe the demography (gender, age, marital status, length of employment) of respondents in this study as detailed below. Table 4.2 summarizes the demographic profile of employees. The sample comprised 1110 employees. 33.4 per cent (N = 371) of the employees were male and 66.6 per cent (N = 739) were female. In terms of age, 8.6 per cent (N = 95) were between 18 and 25 years old, 53.1 per cent (N = 589) were between 26 and 35 years old, 28.2 per cent (N = 313) were between 36 and 45 years old, 8.2 per cent (N = 91) were between 46 and 55 and the remaining 2 per cent (N = 22) were 55 and over years old. The majority of the employees were married (72.5 per cent, N = 805), while the remaining 27.5 per cent (N = 305) were single.

In term of length of employment in public sector organizations, 20.5 per cent (N = 228) of the respondents have worked in the public sector between 2 to 5 years. 48.2 per cent (N = 535) have worked in the public sector between 6 to 10 years. The remaining

31.3 per cent (N = 347) have worked in the public sector organizations for more than 10 years.

Table 4.2: Respondent's Demography

Characteristic	Frequency	Percent
Gender (n=1110)		
Male	371	33.4
Female	739	66.6
Age (n=1110)		
18-25 years old	95	8.6
26-35 years old	589	53.1
36-45 years old	313	28.2
46-55 years old	91	8.2
55 and over years old	22	2.0
Marital status (n=1110)		
Single	305	27.5
Married	805	72.5
Length of employment (n=1110)		
2 - 5 years	228	20.5
6 - 10 years	535	48.2
More than 10 years	347	31.3

4.3.2 Descriptive statistic of variables.

Table 4.3 shows the descriptive statistics of variables included in this study. Among the variables, job embeddedness had the lowest mean value of 3.0895, while transformational leadership indicated the highest mean value of 3.7550. The standard deviations of all variables appeared in a range 0.50109 to 0.90567.

Table 4.3: Descriptive Statistics for All Variables.

Construct	Mean	Std. Deviation
HRm	3.5312	.50109
TrLe	3.7550	.69290
OLcu	3.3073	.64048
PeS	3.6968	.55522
OcBe	3.5793	.90567
JoE	3.0895	.67319
ERe	3.4744	.61239

Note: N= 1110, HRm= Human Resource Management Practices, OLcu= Organizational Learning Culture, TrLe= Transformational Leadership, PeS= Peer Support, ERe= Employee Retention, JoE= Job Embeddedness and OcBe= Organizational Citizenship Behaviour

4.4 Analysis of the Assumptions

Prior to testing the measurement model, a number of statistical assumptions were tested, including multivariate normality, outliers, linearity, homoscedasticity and multicollinearity (Hair et. al., 2010; Kline, 2005; Tabachnick & Fidell, 2007). It is important that these assumptions are tested because any violation of them could affect the validity of the results (Schreiber et. al. 2006; Schumacker & Lomax, 1996). The following sections discuss the analysis of each assumption.

4.4.1 Multivariate normality

In assessing the multivariate normality, the focus is on the value of kurtosis, in particular the multivariate kurtosis because it can severely affect tests of variance and covariances (Byrne, 2010). The standardized kurtosis index in a normal distribution has a value of 3 (Byrne, 2010), while the normal multivariate kurtosis value is 5, where values exceeding 5 are indicative of data that are non-normally distributed (Bentler, 2005). Table 4.4 shows that the multivariate kurtosis value is 589.515 suggestive of non-normality in the sample. Despite this, the effect of this violation is low due to the sample size of this study, which at 1110 is considered large. Researchers have argued that with a large sample (200 and more), the effect of non-normal data on the result can be minimized (Hair et. al., 2010; Tabachnick & Fidell, 2007). Indeed, the violation of this assumption is not problematic because the kurtosis of all items shows univariate normality (below 3).

Table 4.4: Assessment of Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
OcBe -Helping	1.000	5.000	-.167	-2.271	1.385	9.420
OcBe -Altruism	1.000	5.000	-.538	-7.324	1.968	13.385
JE45	1.000	5.000	-.023	-.307	-.336	-2.285
JE44	1.000	5.000	.140	1.900	-.243	-1.652

Table 4.4: Assessment of Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
JE43	1.000	5.000	.060	.820	-.221	-1.505
JE42	1.000	5.000	-.163	-2.219	.139	.949
ERMJ58	1.000	5.000	-.170	-2.318	.499	3.393
ERMJ57	1.000	5.000	-.079	-1.070	.309	2.102
ERMJ56	1.000	5.000	-.137	-1.858	.500	3.399
ERMJ55	1.000	5.000	-.263	-3.581	.343	2.335
ERMJ54	1.000	5.000	-.192	-2.617	.518	3.523
PS14	1.000	5.000	-.691	-9.397	1.161	7.898
PS15	1.000	5.000	-.663	-9.017	1.193	8.112
PS16	1.000	5.000	-.625	-8.504	1.164	7.913
PS17	1.000	5.000	-.583	-7.932	.957	6.508
PS18	1.000	5.000	-.347	-4.720	.258	1.756
PS19	1.000	5.000	-.553	-7.522	.971	6.604
PS20	1.000	5.000	-.417	-5.666	.806	5.480
PS21	1.000	5.000	-.575	-7.827	1.129	7.675
PS22	1.000	5.000	-.539	-7.333	.873	5.940
PS23	1.000	5.000	-.589	-8.005	1.013	6.887
PS24	1.000	5.000	-.611	-8.308	1.120	7.616
PS27	1.000	5.000	-.470	-6.391	.558	3.795
TL86	1.000	5.000	-.532	-7.242	.798	5.426
TL87	1.000	5.000	-.580	-7.888	.946	6.432
TL88	1.000	5.000	-.555	-7.547	.902	6.136
TL89	1.000	5.000	-.572	-7.781	.991	6.738
TL90	1.000	5.000	-.488	-6.642	.652	4.434
TL91	1.000	5.000	-.533	-7.251	.893	6.070
TL92	1.000	5.000	-.559	-7.605	.674	4.584
OLcu -Individual	1.000	5.000	.050	.683	.223	1.518
OLcu -Team	1.000	5.000	-.252	-3.423	.396	2.693
OLcu -Organisation	1.000	5.000	-.206	-2.800	.240	1.632
HRm -Compensation	1.000	5.000	-.147	-1.996	.195	1.325
HRm -Appraisal	1.000	5.000	-.595	-8.088	.920	6.257
HRm- TnD	1.000	5.000	-.666	-9.064	1.447	9.842
HRm- SafetyHealth	1.000	5.000	-.325	-4.426	1.007	6.846
Multivariate					589.515	182.801

Note: HRm= Human Resource Management Practices, OLcu= Organisational Learning Culture, TL= Transformational Leadership, PS= Peer Support, ERMJ= Employee Retention, JE= Job Embeddedness and OcBe= Organisational Citizenship Behaviour

4.4.2 Outliers

The second assumption is concerned with outliers, which represents cases whose scores are substantially different from all the others in a particular set of data (Byrne, 2010). This assumption is important to assess because it can influence the parameter estimates (Schumacker & Lomax, 1996). The assessment of this assumption is based on the assessment of multivariate outliers, the cases that have extreme scores on two or more variables (Kline, 2005) based on the squared Mahalanobis distance (D^2) value for each case. The cases are considered outliers if the squared Mahalanobis distance value exceeds the critical chi-square value, which in this case is 73.402 (see Table 4.5) —using an alpha level of 0.001 as suggested by Tabachnick and Fidell (2007). There are ten cases (observation numbers 791, 569, 255, 77, 98, 19, 927, 7, 43 and 131) having squared Mahalanobis distance values exceeding the critical chi-square value. Pallant (2011) suggests a further investigation of the Cook's Distance value of the identified cases before taking any action. Cook's Distance value provides diagnostics around whether those cases have any undue influence on the results. The cases with Cook's Distance values larger than 1 constitute a potential problem (Tabachnick & Fidell, 2007). An inspection of the value of Cook's Distance shows its maximum value is 0.085 (table 4.6), which is less than 1, suggesting there are no major problems and therefore the six cases were retained (Pallant, 2011).

Table 4.5: Table of Probabilities for The Chi-Squared Distribution

Alpha Risk														
df	0.995	0.990	0.975	0.95	0.9	0.75	0.5	0.25	0.1	0.05	0.025	0.01	0.005	0.001
1	0.000039	0.000157	0.000982	0.00393	0.0158	0.102	0.455	1.323	2.706	3.841	5.024	6.635	7.879	10.828
2	0.010	0.020	0.051	0.103	0.211	0.575	1.386	2.773	4.605	5.991	7.378	9.210	10.597	13.816
3	0.072	0.115	0.216	0.352	0.584	1.213	2.366	4.108	6.251	7.815	9.348	11.345	12.838	16.266
4	0.207	0.297	0.484	0.711	1.064	1.923	3.357	5.385	7.779	9.488	11.142	13.277	14.860	18.467
5	0.412	0.554	0.831	1.145	1.610	2.675	4.351	6.626	9.236	11.070	12.833	15.086	16.750	20.515
6	0.676	0.872	1.237	1.635	2.204	3.455	5.348	7.841	10.645	12.592	14.449	16.812	18.548	22.458
7	0.989	1.239	1.690	2.167	2.833	4.255	6.346	9.037	12.017	14.067	15.985	18.475	20.278	24.322
8	1.344	1.646	2.180	2.733	3.490	5.071	7.344	10.219	13.362	15.507	17.535	20.090	21.955	26.124
9	1.735	2.088	2.700	3.325	4.168	5.899	8.343	11.389	14.684	16.919	19.023	21.666	23.589	27.877
10	2.156	2.558	3.247	3.940	4.865	6.737	9.342	12.549	15.987	18.307	20.483	23.209	25.188	29.588
11	2.603	3.053	3.816	4.575	5.578	7.584	10.341	13.701	17.275	19.675	21.905	24.725	26.757	31.264
12	3.074	3.571	4.404	5.226	6.304	8.438	11.340	14.845	18.549	21.026	23.337	26.217	28.300	32.909
13	3.565	4.107	5.009	5.892	7.042	9.299	12.340	15.984	19.812	22.362	24.736	27.688	29.819	34.528
14	4.075	4.660	5.629	6.571	7.790	10.165	13.339	17.117	21.064	23.685	26.119	29.141	31.319	36.123
15	4.601	5.229	6.262	7.261	8.547	11.037	14.339	18.245	22.307	24.996	27.488	30.578	32.801	37.697
16	5.142	5.812	6.908	7.962	9.312	11.912	15.338	19.369	23.542	26.296	28.791	32.000	34.267	39.252
17	5.697	6.408	7.564	8.672	10.085	12.792	16.338	20.489	24.769	27.587	30.191	33.409	35.718	40.790
18	6.265	7.015	8.231	9.390	10.865	13.675	17.338	21.605	25.989	28.869	31.526	34.805	37.156	42.312
19	6.844	7.633	8.907	10.117	11.651	14.562	18.338	22.718	27.204	30.144	32.796	36.191	38.582	43.820
20	7.434	8.260	9.591	10.851	12.443	15.452	19.337	23.828	28.412	31.410	34.169	37.566	39.997	45.315
21	8.034	8.897	10.283	11.591	13.240	16.344	20.337	24.935	29.615	32.671	35.479	38.932	41.401	46.797
22	8.643	9.542	10.982	12.338	14.041	17.240	21.337	26.039	30.813	33.924	36.781	40.289	42.796	48.268
23	9.260	10.196	11.689	13.091	14.848	18.137	22.337	27.141	32.007	35.172	38.076	41.638	44.181	49.728
24	9.886	10.856	12.401	13.848	15.659	19.037	23.337	28.241	33.196	36.415	39.342	42.980	45.559	51.179
25	10.520	11.524	13.120	14.611	16.473	19.939	24.337	29.339	34.382	37.652	40.646	44.314	46.928	52.620
26	11.160	12.198	13.844	15.379	17.292	20.843	25.336	30.435	35.563	38.885	41.903	45.642	48.290	54.052
27	11.808	12.879	14.573	16.151	18.114	21.749	26.336	31.528	36.741	40.113	43.152	46.963	49.645	55.476
28	12.461	13.565	15.308	16.928	18.939	22.657	27.336	32.620	37.916	41.337	44.401	48.278	50.993	56.892
29	13.121	14.256	16.047	17.708	19.768	23.567	28.336	33.711	39.087	42.557	45.647	49.588	52.336	58.301
30	13.787	14.953	16.791	18.493	20.599	24.478	29.336	34.800	40.256	43.773	46.903	50.892	53.672	59.703
40	20.707	22.164	24.433	26.509	29.051	33.660	39.335	45.616	51.805	55.758	60.661	63.691	66.766	73.402
50	27.991	29.707	32.357	34.764	37.689	42.942	49.335	56.334	63.167	67.505	72.462	76.154	79.490	86.661
60	35.534	37.485	40.482	43.188	46.459	52.294	59.335	66.981	74.397	79.082	84.975	88.379	91.952	99.607
70	43.275	45.442	48.758	51.739	55.329	61.698	69.334	77.577	85.527	90.531	97.779	100.425	104.215	112.317
80	51.172	53.540	57.153	60.391	64.278	71.145	79.334	88.130	96.578	101.879	109.665	112.329	116.321	124.839
90	59.196	61.754	65.647	69.126	73.291	80.625	89.334	98.650	107.565	113.145	121.665	124.116	128.299	137.208
100	67.328	70.065	74.222	77.929	82.358	90.133	99.334	109.141	118.498	124.342	132.900	135.807	140.169	149.449

Right Tailed Distribution, $df = \text{degrees of freedom} = (\# \text{Rows} - 1) \times (\# \text{Columns} - 1)$
 Chi Square Table of Probabilities:

©Copyright Lean Sigma Corporation 2013

Table 4.6: Cook Distance Value.

	Minimum	Maximum	Mean	Std. Deviation	N
Cook's Distance	.000	.085	.001	.003	1110

4.4.3 Linearity and Homoscedasticity

The third assumption relates to linearity and homoscedasticity of residuals. The linearity of the relationship between dependent and independent variables represents the

degree to which the change in the dependent variable is associated with the independent variable (Hair et. al., 1998). Homoscedasticity refers to the assumption that the dependent variable exhibits equal levels of variance across the range of predictor variables (Hair et al., 2010). The assumptions of linearity and homoscedasticity were checked by examining a scatterplot of the standardized residuals (Pallant, 2011; Tabachnick & Fidell, 2007). Figure 4.1 below highlights the scatterplot, indicating that the scores are concentrated in the centre (along the 0 point), further indicating no violation of these assumptions (linearity and homoscedasticity) (Pallant, 2011).

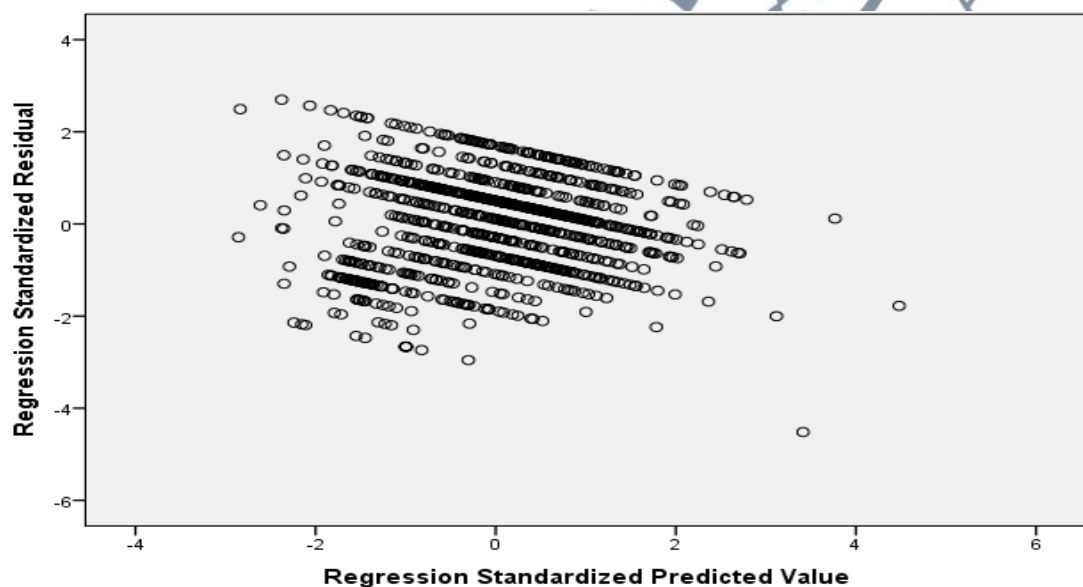


Figure 4.1: Scatterplot of the standardized residuals

4.4.4 Multicollinearity

The fourth assumption is multicollinearity. Multicollinearity is a problem that shows the variables tested are too highly correlated (Tabachnick & Fidell 2007). The assessment of multicollinearity is based on eigenvalues, which are determined from the AMOS sample moment output, which indicates the smallest eigenvalue is 0.181 and the

largest eigenvalue is 8.260. According to Gujarati and Porter (2009), the calculation of k value can determine the possibility of multicollinearity, if k is between 100 and 1000 there is moderate to strong multicollinearity based on the following procedure:

$$k = \frac{\text{Maximum eigen value}}{\text{Minimum eigen value}}$$

The result shows the k value is 101.07(14.15/0.14) suggesting this study does not have a serious collinearity problem (Gujarati & Porter, 2009). Further assessment on the correlation matrix (Table 4.7) reveals no correlation above 0.90, thus, confirming that there is no violation of this assumption (Tabachnick & Fidell, 2007).

Table 4.7: Correlations Matrix

Variable	HRm	OLcu	TrLe	PeS	ERe	JoE	OcBe
HRm	-						
OLcu	.671	-					
TrLe	.604	.586	-				
PeS	.563	.502	.442	-			
ERe	.599	.575	.439	.363	-		
JoE	.362	.395	.194	.169	.409	-	
OcBe	.455	.450	.398	.641	.411	.181	-

Note: HRm= Human Resource Management Practices, OLcu= Organizational Learning Culture, TrLe= Transformational Leadership, PeS= Peer Support, ERe= Employee Retention, JoE= Job Embeddedness and OcBe= Organizational Citizenship Behaviour.

4.5 Exploratory Factor Analysis (EFA)

An exploratory factor analysis (principal component analysis) with Varimax rotation was conducted on the items for the constructs of human resource management practice, peer support, organizational learning culture, transformational leadership, employee retention, job embeddedness and organisational citizenship behaviour. Applying principal component analysis with Varimax rotation was deemed an appropriate approach for exploring the interrelationship among a set of items.

As explained previously in Chapter 3, prior to performing principal component analysis, the suitability of data for factor analysis was assessed based on the Kaiser-Meyer-Olkin

Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity value. If the results meet the requirement of both assessments, the next step is to determine the number of factors that can be used to best represent the interrelationships among the set of items.

Following the determination of the number of factors, these factors are rotated using Varimax rotation to assess the loading pattern of each item on the factors. Varimax Rotation technique was used to obtain simpler and more interpretable factor solutions (Hair, Black, Babin, Anderson & Tatham, 2006).

The following sub-sections provide a detailed discussion of the EFA outcome for the constructs of human resource management practice, peer support, organizational learning culture, transformational leadership, employee retention, job embeddedness and organizational citizenship behaviour.

4.5.1 Human Resource Management Practice

As mentioned in previous Chapter 3, the human resource management practices consist of four elements known as compensation, benefits and rewards, performance appraisal, training and development, and safety and health. Below are the result of EFA for each elements, follow by the EFA result for variable of human resource management practice.

4.5.1.1 Compensation, Benefits and Rewards construct

As shown in Table 4.8, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value was 0.726, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity $\chi^2 (6) = 779.283$, $p < 0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for factor analysis.

Table 4.8: The KMO and Bartlett's Test for Compensation, Benefits and Rewards

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.726
Approx. Chi-Square	779.283
Bartlett's Test of Sphericity	6
Df	.000
Sig.	

The result for the principal component analysis (Table 4.9) revealed the presence of only one component with an eigenvalue exceeding 1 (2.112), explaining 52.798% of the variance respectively. This result was gained after dropping one out of the five items (item HRMP1) due to low factor loading (less than 0.40) and high cross-loading (more than 0.35).

Table 4.9: Total Variance Explained for Compensation, Benefits and Rewards

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.112	52.798	52.798	2.112	52.798	52.798
2	.798	19.947	72.745			
3	.605	15.135	87.880			
4	.485	12.120	100.000			

Extraction Method: Principal Component Analysis.

Table 4.10 shows the factor loadings of the four items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.576 to 0.805. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the four items show satisfactory consistency with a Cronbach Alpha value of 0.750 which is the value greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the four items are measuring the same underlying construct, and therefore, all four items are retained for confirmatory factor analysis.

Table 4.10 : Factor Loading for Compensation, Benefits and Rewards

Items	Loading	Communalities	Cronbach Alpha
HRMPcom4	.805	.649	.750
HRMPcom2	.766	.587	
HRMPcom5	.738	.544	
HRMPcom3	.576	.332	

4.5.1.2 Performance Appraisal

Table 4.11, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.707, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity χ^2 (3) =1651.810, $p < 0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for factor analysis.

Table 4.11: The KMO and Bartlett's Test for Performance Appraisal

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.707
Approx. Chi-Square	1651.810
Bartlett's Test of Sphericity	df
	3
	Sig.
	.000

The result for the principal component analysis (Table 4.12) revealed the presence of only one component with an eigenvalue exceeding 1 (2.346), explaining 78.190% of the variance respectively.

Table 4.12 : Total Variance Explained for Performance Appraisal

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.346	78.190	78.190	2.346	78.190	78.190
2	.433	14.423	92.613			
3	.222	7.387	100.000			

Extraction Method: Principal Component Analysis.

Table 4.13 shows the factor loadings of the three items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.835 to 0.913. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011).

Furthermore, the three items show high level consistency with a Cronbach Alpha value of 0.860 which is the value greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the three items are measuring the same underlying construct, and therefore, all three items are retained for confirmatory factor analysis.

Table 4.13 : Factor Loading Performance Appraisal

Items	Loading	Communalities	Cronbach Alpha
HRMPapp7	.913	.834	.860
HRMPapp8	.902	.814	
HRMPapp6	.835	.697	

4.5.1.3 Training and Development

Table 4.14, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.821, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity χ^2 (10) =2211.407, $p < 0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for factor analysis.

Table 4.14: The KMO and Bartlett's Test for Training and Development

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.821
Approx. Chi-Square	2211.407
Bartlett's Test of Sphericity	df
	10
	Sig.
	.000

The result for the principal component analysis (Table 4.15) revealed the presence of only one component with an eigenvalue exceeding 1 (3.077), explaining 61.546% of the variance respectively.

Table 4.15 : Total Variance Explained for Training and Development

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.077	61.546	61.546	3.077	61.546	61.546
2	.729	14.574	76.120			
3	.465	9.302	85.422			
4	.418	8.361	93.783			
5	.311	6.217	100.000			

Extraction Method: Principal Component Analysis.

Table 4.16 shows the factor loading of the five items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.706 to 0.833. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the five items show high level consistency with a Cronbach Alpha value of 0.841 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the five items are measuring the same underlying construct, and therefore, all five items are retained for confirmatory factor analysis.

Table 4.16: Factor Loading for Training and Development

Items	Loading	Communalities	Cronbach Alpha
HRMPtrain10	.833	.693	0.841
HRMPtrain11	.823	.677	
HRMPtrain13	.810	.656	
HRMPtrain9	.744	.554	
HRMPtrain12	.706	.498	

4.5.1.4 Safety and Health

Safety and Health contain five items which asked the respondents about their perception regarding their management practices that an organization engages in to protect employee safety, including maintaining safe work environments and taking corrective and proactive actions to rectify unsafe conditions. As shown in table 4.17, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was .892, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity χ^2 (15) = 3930.056, $p < 0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for factor analysis.

Table 4.17: The KMO and Bartlett's Test for Safety and Health

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.892
Approx. Chi-Square	3930.056
Bartlett's Test of Sphericity	df
	15
	Sig.
	.000

The result for the principal component analysis (Table 4.18) revealed the presence of only one component with an eigenvalue exceeding 1 (4.066), explaining 67.765% of the variance respectively.

Table 4.18: Total Variance Explained for Safety and Health

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.066	67.765	67.765	4.066	67.765	67.765
2	.553	9.223	76.989			
3	.461	7.676	84.664			
4	.375	6.250	90.914			
5	.297	4.946	95.860			
6	.248	4.140	100.000			

Extraction Method: Principal Component Analysis.

Table 4.19 shows the factor loading of the six items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.747 to 0.851. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the six items show high level consistency with a Cronbach Alpha value of 0.903 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the six items are measuring the same underlying construct, and therefore, all six items are retained for confirmatory factor analysis.

Table 4.19 : Factor Loading for Safety and Health

Items	Loading	Communalities	Cronbach Alpha
HRMPsafe83	.851	.725	.903
HRMPsafe82	.846	.717	
HRMPsafe81	.833	.694	
HRMPsafe85	.829	.688	
HRMPsafe84	.828	.685	
HRMPsafe80	.747	.558	

4.5.1.5 Human Resource Management Practice

Table 4.20, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.754, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity χ^2 (6) =1250.716, $p < 0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for factor analysis.

Table 4.20: The KMO and Bartlett's Test for Human Resource Management Practice

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.754
Approx. Chi-Square	1250.716
Bartlett's Test of Sphericity	Df
	6
Sig.	.000

The result for the principal component analysis (Table 4.21) revealed the presence of only one component with an eigenvalue exceeding 1 (2.410), explaining 60.259% of the variance respectively.

Table 4.21: Total Variance Explained for Human Resource Management Practice

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.410	60.259	60.259	2.410	60.259	60.259
2	.702	17.543	77.802			
3	.522	13.054	90.856			
4	.366	9.144	100.00			

Extraction Method: Principal Component Analysis.

Table 4.22 shows the factor loading of the four items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.706 to 0.841. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the four items show high level consistency with a Cronbach Alpha value of 0.777 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal

reliability. This shows that the four items are measuring the same underlying construct, and therefore all, four items are retained for confirmatory factor analysis.

Table 4.22: Factor Loading for Human Resource Management Practice

Items	Loading	Communalities	Cronbach Alpha
Compensation	.841	.514	.777
Appraisal	.831	.691	
TnD	.717	.707	
SafetyHealth	.706	.498	

4.5.2 Peer Support

Table 4.23, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.955. KMO is suggested when the cases to variable ratio are less than 1:5. It ranges from 0 to 1, while according to (Hair et. al., 1995; Tabachnick & Fidell, 2001), 0.50 considered suitable for factor analysis. The Bartlett's Test of Sphericity χ^2 (66) = 9184.876, $p < 0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for factor analysis.

Table 4.23: The KMO and Bartlett's Test for Peer Support

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.955
Approx. Chi-Square	9184.876
Bartlett's Test of Sphericity	df
	66
	Sig.
	.000

The result for the principal component analysis (Table 4.24) revealed the presence of only one component with an eigenvalue exceeding 1 (7.300), explaining 60.830% of the variance respectively. This result was gained after dropping two out of the fourteen items (item PS25 and PS26) due to low factor loading (less than 0.40) and high cross-loading (more than 0.35).

Table 4.24 :Total Variance Explained for Peer Support

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.300	60.830	60.830	7.300	60.830	60.830
2	.961	8.012	68.842			
3	.616	5.136	73.979			
4	.468	3.896	77.875			
5	.432	3.602	81.477			
6	.414	3.447	84.923			
7	.395	3.293	88.217			
8	.346	2.887	91.104			
9	.315	2.628	93.732			
10	.276	2.300	96.032			
11	.246	2.050	98.082			
12	.230	1.918	100.000			

Extraction Method: Principal Component Analysis.

Table 4.25 shows the factor loading of the twelve items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.733 to 0.828. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the 12 items show high level consistency with a Cronbach Alpha value of 0.941 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that all items are measuring the same underlying construct, and therefore all items are retained for confirmatory factor analysis.

Table 4.25: Factor Loading Peer Support

Items	Loading	Communalities	Cronbach Alpha
PS22	.828	.685	.941
PS23	.816	.665	
PS21	.793	.629	
PS15	.790	.625	
PS17	.782	.611	
PS14	.777	.603	
PS18	.775	.601	
PS19	.771	.595	
PS16	.771	.594	
PS24	.766	.586	
PS20	.754	.568	
PS27	.733	.537	

4.5.3 Organizational Citizenship Behavior

Organizational citizenship behavior consists of four elements known as altruism, helping behavior, civic virtue and sportsmanship. Below are result of EFA for each element, follow by the result of EFA for organizational citizenship behavior

4.5.3.1 Altruism

As shown in table 4.26, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.500. KMO is suggested when the cases to variable ratio are less than 1:5. It ranges from 0 to 1, while according to (Hair et. al., 1995; Tabachnick & Fidell, 2001), 0.50 considered suitable for factor analysis. The Bartlett's Test of Sphericity $\chi^2 (1) = 541.087$, $p < 0.001$, also reached statistical significance. Both results indicate that the collected data was suitable for factor analysis.

Table 4.26: The KMO and Bartlett's Test for Altruism

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.500
Approx. Chi-Square	541.087
Bartlett's Test of Sphericity Df	1
Sig.	.000

The result for the principal component analysis (Table 4.27) revealed the presence of only one component with an eigenvalue exceeding 1 (1.622), explaining 81.084% of the variance respectively.

Table 4.27: Total Variance Explained for Altruism

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.622	81.084	81.084	1.622	81.084	81.084
2	.378	18.916	100.000			

Extraction Method: Principal Component Analysis.

Table 4.28 shows the factor loading of the two items. All items have factor loading above the minimum significant loading 0.40, both 0.900. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the two items show high level consistency with a Cronbach Alpha value of 0.767 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the two items are measuring the same underlying construct, and therefore, all two items are retained for confirmatory factor analysis.

Table 4.28: Factor Loading for Altruism

Items	Loading	Communalities	Cronbach Alpha
OCB29	.900	.811	.767
OCB28	.900	.811	

4.5.3.2 Helping Behavior

As shown in table 4.29, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.726, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity $\chi^2 (6) = 1283.611$, $p < 0.001$, also reached statistical significance.

Table 4.29: The KMO and Bartlett's Test for Helping Behavior

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.726
Approx. Chi-Square	1283.611
Bartlett's Test of Sphericity	Df
	6
	Sig.
	.000

The result for the principal component analysis (Table 4.30) revealed the presence of only one component with an eigenvalue exceeding 1 (2.410), explaining 60.257% of the variance respectively.

Table 4.30: Total Variance Explained for Helping Behavior

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.410	60.257	60.257	2.410	60.257	60.257
2	.749	18.733	78.990			
3	.474	11.862	90.852			
4	.366	9.148	100.000			

Extraction Method: Principal Component Analysis.

Table 4.31 shows the factor loading of the four items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.725 to 0.815. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the four items show high level consistency with a Cronbach Alpha value of 0.780 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the four items are measuring the same underlying construct, and therefore, all four items are retained for confirmatory factor analysis.

Table 4.31: Factor Loading for Helping Behavior

Items	Loading	Communalities	Cronbach Alpha
OCB32	.815	.665	.780
OCB31	.785	.617	
OCB33	.777	.604	
OCB30	.725	.525	

4.5.3.3 Civic Virtue

Table 4.32, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.643, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity $\chi^2 (3) = 610.158$, $p < 0.001$, also reached statistical significance.

Table 4.32: The KMO and Bartlett's Test for Civic Virtue

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.643
Approx. Chi-Square	610.158
Bartlett's Test of Sphericity Df	3
Sig.	.000

The result for the principal component analysis (Table 4.33) revealed the presence of only one component with an eigenvalue exceeding 1 (1.865), explaining 62.160% of the variance respectively.

Table 4.33: Total Variance Explained for Civic Virtue

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.865	62.160	62.160	1.865	62.160	62.160
2	.682	22.737	84.897			
3	.453	15.103	100.000			

Extraction Method: Principal Component Analysis.

Table 4.34 shows the factor loading of the three items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.708 to 0.827. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the three items show high level consistency with a Cronbach Alpha value of 0.710 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the three items are measuring the same underlying construct, and therefore, all three items are retained for confirmatory factor analysis.

Table 4.34 Factor Loading for Civic Virtue

Items	Loading	Communalities	Cronbach Alpha
OCB34	.827	.684	.710
OCB35	.825	.680	
OCB36	.708	.501	

4.5.3.4 Sportsmanship

As shown in table 4.35, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.804, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity χ^2 (6) =2356.787, $p < 0.001$, also reached statistical significance.

Table 4.35: The KMO and Bartlett's Test for Sportsmanship

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.804
Approx. Chi-Square	2356.787
Bartlett's Test of Sphericity	Df
	6
	Sig.
	.000

The result for the principal component analysis (Table 4.36) revealed the presence of only one component with an eigenvalue exceeding 1 (2.846), explaining 71.146% of the variance respectively.

Table 4.36: Total Variance Explained for Sportsmanship

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.846	71.146	71.146	2.846	71.146	71.146
2	.626	15.658	86.804			
3	.318	7.952	94.756			
4	.210	5.244	100.000			

Extraction Method: Principal Component Analysis.

Table 4.37 shows the factor loading of the four items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.693 to 0.912. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the four items show high level consistency with a Cronbach Alpha value of 0.861 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the four items are measuring the

same underlying construct, and therefore, all four items are retained for confirmatory factor analysis.

Table 4.37: Factor Loading for Sportsmanship

Items	Loading	Communalities	Cronbach Alpha
OCB38	.912	.753	.861
OCB40	.884	.832	
OCB37	.868	.480	
OCB39	.693	.781	

4.5.3.5 Organizational Citizenship Behavior

As shown in table 4.38, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.557. KMO is suggested when the cases to variable ratio are less than 1:5. It ranges from 0 to 1, while according to (Hair et al., 1995; Tabachnick and Fidell, 2001), 0.50 is considered as suitable for factor analysis. The Bartlett's Test of Sphericity $\chi^2 (3) = 766.503$, $p < 0.001$, also reached statistical significance.

Table 4.38: The KMO and Bartlett's Test for OCB

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.557
Approx. Chi-Square	766.503
Bartlett's Test of Sphericity	Df
	3
	Sig.
	.000

The result for the principal component analysis (Table 4.39) revealed the presence of only one component with an eigenvalue exceeding 1 (1.874), explaining 62.458% of the variance respectively. This result was gained after dropping one out of the four items (item Sportsmanship) due to low factor loading (less than 0.40) and high cross-loading (more than 0.35).

Table 4.39: Total Variance Explained for OCB

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.874	62.458	62.458	1.874	62.458	62.458
2	.787	26.227	88.686			
3	.339	11.314	100.00			

Extraction Method: Principal Component Analysis.

Table 4.40 shows the factor loading of the three items. All items have factor loading above the minimum significant loading of 0.40, ranging from .652 to .893. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the three items show high level consistency with a Cronbach Alpha value of 0.710 which is greater than 0.7 (Hair et. al, 2007) for the items to achieve the internal reliability. This shows that the three items are measuring the same underlying construct, and therefore, all four items are retained for confirmatory factor analysis.

Table 4.40: Factor Loading for OCB

Items	Loading	Communalities	Cronbach Alpha
Helping	.893	.651	.710
Altruism	.807	.798	
Civic	.652	.425	

4.5.4 Job Embeddedness

As shown in table 4.41, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.785, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity $\chi^2(10) = 2181.591, p < 0.001$, also reached statistical significance.

Table 4.41: The KMO and Bartlett's Test for Job Embeddedness

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.785
Approx. Chi-Square		2181.591
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

The result for the principal component analysis (Table 4.42) revealed the presence of only one component with an eigenvalue exceeding 1 (2.917), explaining 58.347% of the variance respectively. This result was gained after dropping two out of the seven items (item JE 41 and JE 46) due to low factor loading (less than 0.40) and high cross-loading (more than 0.35).

Table 4.42: Total Variance Explained for Job Embeddedness

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.917	58.347	58.347	2.917	58.347	58.347
2	.886	17.720	76.067			
3	.558	11.165	87.231			
4	.393	7.855	95.086			
5	.246	4.914	100.000			

Extraction Method: Principal Component Analysis.

Table 4.43 shows the factor loading of the five items. All items have factor loading above the minimum significant loading 0.40, ranging from 0.605 to 0.863. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the five items show high level consistency with a Cronbach Alpha value of 0.821 which is greater than 0.7 (Hair et al., 2007) for the items to achieve the internal reliability. This shows that the five items are measuring the same underlying construct, and therefore, all five items are retained for confirmatory factor analysis.

Table 4.43: Factor Loading for Job Embeddedness

Items	Loading	Communalities	Cronbach Alpha
JE44	.863	.744	.821
JE43	.830	.689	
JE45	.817	.667	
JE42	.671	.451	
JE47	.605	.366	

4.5.5 Employee Retention

Table 4.44, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.851, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity χ^2 (10) = 2534.446, $p < 0.001$, also reached statistical significance.

Table 4.44: The KMO and Bartlett's Test for Employee Retention

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.851
Approx. Chi-Square		2534.446
Bartlett's Test of Sphericity	Df	10
	Sig.	.000

The result for the principal component analysis (Table 4.45) revealed the presence of only one component with an eigenvalue exceeding 1 (3.248), explaining 64.966% of the variance respectively.

Table 4.45: Total Variance Explained for Employee Retention

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.248	64.966	64.966	3.248	64.966	64.966
2	.576	11.524	76.489			
3	.489	9.783	86.272			
4	.428	8.564	94.836			
5	.258	5.164	100.000			

Extraction Method: Principal Component Analysis.

Table 4.46 shows the factor loading of the five items. All items have factor loading above the minimum significant loading of 0.40, ranging from 0.724 to 0.866. Each item has communality value that exceeds the cut-off point 0.30 (Pallant 2011). Furthermore, the five items show high level consistency with a Cronbach Alpha value of 0.864 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the five items are measuring the same underlying construct, and therefore, all five items are retained for confirmatory factor analysis.

Table 4.46: Factor Loading for Employee Retention

Items	Loading	Communalities	Cronbach Alpha
ERMJ57	.866	.703	0.864
ERMJ58	.839	.750	
ERMJ56	.816	.666	
ERMJ55	.778	.605	
ERMJ54	.724	.524	

4.5.6 Organizational Learning Culture

Organizational Learning Culture consists of three elements known as individual level, team level and organizational level. Below are the results of EFA for each element, follow by the EFA result for variable organizational learning culture.

4.5.6.1 Individual Level

Individual level consists of six items. Table 4.47, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.845, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity $\chi^2 (15) = 3414.270$, $p < 0.001$, also reached statistical significance.

Table 4.47: The KMO and Bartlett's Test for Individual Level

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.845
Approx. Chi-Square		3414.270
Bartlett's Test of Sphericity	Df	15
	Sig.	.000

The result for the principal component analysis (Table 4.48) revealed the presence of only one component with an eigenvalue exceeding 1 (3.757), explaining 62.620% of the variance respectively.

Table 4.48: Total Variance Explained for Individual Level

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.757	62.620	62.620	3.757	62.620	62.620
2	.675	11.248	73.868			
3	.576	9.606	83.473			
4	.481	8.008	91.482			
5	.272	4.539	96.020			
6	.239	3.980	100.000			

Extraction Method: Principal Component Analysis.

Table 4.49 shows the factor loading of the six items. All items have factor loading above the minimum significant loading of 0.40, ranging from 0.692 to 0.840. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the six items show high level consistency with a Cronbach Alpha value of 0.873 which is greater than 0.7 (Hair et al., 2007) for the items to achieve the internal reliability. This shows that the six items are measuring the same underlying construct, and therefore, all six items are retained for confirmatory factor analysis.

Table 4.49: Factor Loading for Individual Level

Items	Loading	Communalities	Cronbach Alpha
OLC60	.840	.706	0.873
OLC63	.831	.690	
OLC62	.820	.673	
OLC59	.785	.616	
OLC64	.770	.593	
OLC61	.692	.479	

4.5.6.2 Team Level

Team level consists of three items. Table 4.50, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.747, exceeding the recommended

value of 0.6. The Bartlett's Test of Sphericity χ^2 (3) =2000.818, $p < 0.001$, also reached statistical significance.

Table 4.50: The KMO and Bartlett's Test for Team Level

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.747
Approx. Chi-Square	2000.818
Bartlett's Test of Sphericity	Df
	3
	Sig.
	.000

The result for the principal component analysis (Table 4.51) revealed the presence of only one component with an eigenvalue exceeding 1 (2.482), explaining 82.720% of the variance respectively.

Table 4.51: Total Variance Explained for Team Level

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.482	82.720	82.720	2.482	82.720	82.720
2	.292	9.719	92.439			
3	.227	7.561	100.000			

Extraction Method: Principal Component Analysis.

Table 4.52 shows the factor loading of the three items. All items have factor loading above the minimum significant loading of 0.40, ranging from 0.903 to 0.922. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the three items show high level consistency with a Cronbach Alpha value of 0.895 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the three items are measuring the same underlying construct, and therefore, all three items are retained for confirmatory factor analysis.

Table 4.52: Factor Loading for Team Level

Items	Loading	Communalities	Cronbach Alpha
OLC66	.922	.851	.895
OLC65	.903	.816	
OLC67	.903	.815	

4.5.6.3 Organizational Level

Organizational level consists of twelve items. Table 4.53, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.963, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity χ^2 (66) =11689.892, $p < 0.001$, also reached statistical significance.

Table 4.53: The KMO and Bartlett's Test for Organizational Level

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.963
Approx. Chi-Square		11689.892
Bartlett's Test of Sphericity	Df	66
	Sig.	.000

The result for the principal component analysis (Table 4.54) revealed the presence of only one component with an eigenvalue exceeding 1 (8.260), explaining 68.836% of the variance respectively.

Table 4.54: Total Variance Explained for Organizational Level

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.260	68.836	68.836	8.260	68.836	68.836
2	.685	5.709	74.544			
3	.462	3.849	78.393			
4	.425	3.540	81.933			
5	.384	3.203	85.136			
6	.373	3.110	88.246			
7	.281	2.340	90.586			
8	.263	2.190	92.776			
9	.248	2.066	94.842			
10	.229	1.906	96.747			
11	.209	1.743	98.490			
12	.181	1.510	100.000			

Extraction Method: Principal Component Analysis.

Table 4.55 shows the factor loading of the 12 items. All items have factor loading above the minimum significant loading of 0.40, ranging from 0.749 to 0.864. Each item has communality value that exceeds the cut-off point 0.30

(Pallant, 2011). Furthermore, the 12 items show high level consistency with a Cronbach Alpha value of 0.958 which is greater than 0.7 (Hair et al., 2007) for the items to achieve the internal reliability. This shows that the 12 items are measuring the same underlying construct, and therefore, all 12 items are retained for confirmatory factor analysis.

Table 4.55: Factor Loading for Organizational Level

Items	Loading	Communalities	Cronbach Alpha
OLC78	.864	.746	.958
OLC77	.858	.736	
OLC74	.856	.733	
OLC76	.849	.720	
OLC71	.840	.706	
OLC70	.839	.704	
OLC69	.835	.697	
OLC79	.832	.692	
OLC72	.820	.672	
OLC75	.809	.654	
OLC73	.799	.639	
OLC68	.749	.561	

4.5.6.4 Organization Learning Culture (OLC)

Organizational learning culture contains three items (individual level, team level, organizational level). Table 4.56, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.760, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity $\chi^2 (3) = 2621.009$, $p < 0.001$, also reached statistical significance.

Table 4.56: The KMO and Bartlett's Test for OLC

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.760
Approx. Chi-Square		2621.009
Bartlett's Test of Sphericity	df	3
	Sig.	.000

The result for the principal component analysis (Table 4.57) revealed the presence of only one component with an eigenvalue exceeding 1 (2.617), explaining 87.241% of the variance respectively.

Table 4.57: Total Variance Explained for OLC

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.617	87.241	87.241	2.617	87.241	87.241
2	.220	7.331	94.572			
3	.163	5.428	100.000			

Extraction Method: Principal Component Analysis.

Table 4.58 shows the factor loading of the three items. All items have factor loading above the minimum significant loading of 0.40, ranging from 0.926 to 0.944. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the three items show high level consistency with a Cronbach Alpha value of 0.927 which is greater than 0.7 (Hair et al., 2007) for the items to achieve the internal reliability. This shows that the three items are measuring the same underlying construct, and therefore, all three items are retained for confirmatory factor analysis.

Table 4.58: Factor Loading for OLC

Items	Loading	Communalities	Cronbach Alpha
Team	.944	.868	.927
Individual	.932	.892	
Organisation	.926	.858	

4.5.7 Transformational Leadership

Table 4.59, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was 0.945, exceeding the recommended value of 0.6. The Bartlett's Test of Sphericity χ^2 (21) = 7169.515, $p < 0.001$, also reached statistical significance.

Table 4.59: The KMO and Bartlett's Test for Transformational Leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.945
Approx. Chi-Square	7169.515
Bartlett's Test of Sphericity	Df
	21
	Sig.
	.000

The result for the principal component analysis (Table 4.60) revealed the presence of only one component with an eigenvalue exceeding 1 (5.430), explaining 77.572% of the variance respectively.

Table 4.60: Total Variance Explained for Transformational Leadership

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.430	77.572	77.572	5.430	77.572	77.572
2	.338	4.829	82.401			
3	.325	4.647	87.049			
4	.259	3.703	90.752			
5	.245	3.500	94.252			
6	.214	3.058	97.310			
7	.188	2.690	100.000			

Extraction Method: Principal Component Analysis.

Table 4.61 shows the factor loading of the seven items. All items have factor loading above the minimum significant loading of 0.40, ranging from 0.855 to 0.887. Each item has communality value that exceeds the cut-off point 0.30 (Pallant, 2011). Furthermore, the seven items show high level consistency with a Cronbach Alpha value of 0.952 which is greater than 0.7 (Hair et. al., 2007) for the items to achieve the internal reliability. This shows that the seven items are measuring the same underlying construct, and therefore, all seven items are retained for confirmatory factor analysis.

Table 4.61: Factor Loading for Transformational Leadership

Items	Loading	Communalities	Cronbach Alpha
TL90	.887	.787	.952
TL89	.887	.786	
TL91	.886	.784	
TL87	.885	.783	
TL92	.885	.783	
TL88	.880	.774	
TL86	.855	.732	

Based on Table 4.62, there are seven variables (human resource management practise– HRm, organizational learning culture – OLcu, transformational leadership – TrLe, peer support – PeS, employee retention – ERe, organizational citizenship behavior - OCBe, and job embeddedness –JoE. After running the explanatory factor analysis (EFA) using SPSS, nine items were deleted because the factor loading is below 0.50 (Zainudin, 2010). There are several items above 0.50 and the research proceeded to confirmatory factor analysis procedure. Items for variables such as HRm deleted one item, PeS deleted two items, JoE deleted two items and OcBe deleted four items. Meanwhile, items for variable transformational leadership, organizational learning culture, employee retention are retained for all items factor loading above 0.50 and have achieved the KMO (> 0.50), Bartlett's Test ($p < 0.05$) and Cronbach alpha (> 0.70).

Table 4.62: Summary of the Result Exploratory Factor Analysis (EFA)

Construct Code	Original Items	Remaining Items	KMO	Bartlett's Test of Sphericity	Cronbach's Alpha	Factor Loading Range
HRm	19	18	0.754	1250.716	0.777	0.706-0.841
OLcu	21	21	0.760	2621.009	0.927	0.926-0.944
TrLe	7	7	0.945	7169.515	0.952	0.855-0.887
PeS	14	12	0.955	9184.876	0.941	0.733-0.828
ERe	5	5	0.851	2534.446	0.710	0.708-0.827
OcBe	13	9	0.557	766.503	0.710	0.652-0.893
JoE	7	5	0.785	2181.591	0.821	0.605-0.863
Total	86	77				

Note: HRm= Human Resource Management Practices, OLcu= Organizational Learning Culture, TrLe= Transformational Leadership, PeS= Peer Support, ERe= Employee Retention, JoE= Job Embeddedness and OcBe= Organizational Citizenship Behaviour.

4.6 Confirmatory Factor Analysis

Following the exploratory factor analysis, all the constructs of this study; human resource management practice, peer support, transformational leadership, organizational learning culture, employee retention, organizational citizenship behaviour and job embeddedness were further assessed using confirmatory factor analysis (CFA) in AMOS 23.

CFA has the appropriate statistical technique to test the extent to which the measured variables (items) load on pre-specified constructs representing the data of this study (Byrne, 2010; Hair et al., 2010; Hurley et. al., 1997). In this way, CFA can provide a confirmatory test on how well the observed variables define the latent variables of interest (Schumacker & Lomax, 1996). CFA provides the statistical analysis in terms of goodness-of-fit and allows for the estimation of standard errors and the calculation of significance tests for the factor loadings (Hair et. al., 2010).

Confirmatory Factor Analysis (CFA) has two methods available to execute CFA namely, the single construct CFA and Pooled-CFA for all constructs. In the Pooled-CFA, all constructs were pooled and being assessed together at once. This study decided to apply the Pooled-CFA since it is more efficient, thorough, and can avoid the model identification problem especially if some of the constructs have less than four measuring items (Zainudin, 2015; Zainudin et al., 2010). Each latent construct (i.e. human resource management practice, peer support, transformational leadership, organizational learning culture, employee retention, organizational citizenship behavior and job embeddedness) included in the model is identified and the measured indicator variables (items) are assigned to latent constructs as shown in Figure 4.2. By using this method, all constructs are pooled together and linked using the double-headed arrows to assess the correlation among the constructs and the CFA procedure is executed at once for all constructs.

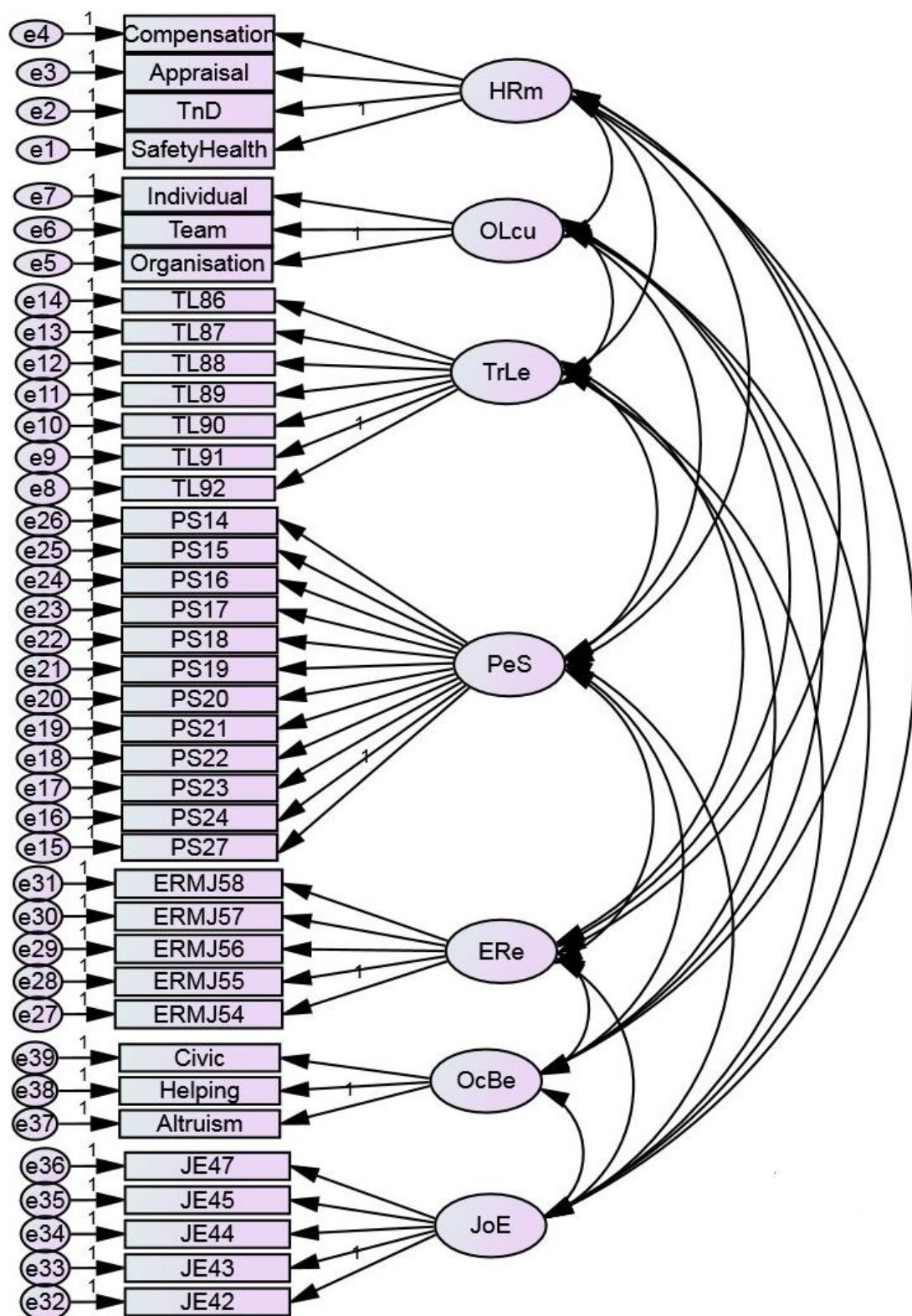


Figure 4.2: Full Measurement Model

4.6.1 Validating the Pooled Measurement Model and Pooled Constructs

According to the results derived from the confirmatory factor analysis (Table 4.63), the overall model χ^2 is 3275.420 with 608 degrees of freedom. The p-value associated with this result is 0.000. The value for the root mean square error of approximation (RMSEA) is 0.067, which is not exceed is 0.08. However, the result concerning the comparative fit index (CFI) is 0.889, below the acceptable value of model fit, which is 0.90. The Tucker–Lewis Index (TLI) was 0.879, below the acceptable value of model fit which is 0.90. Therefore, suggesting that the initial model may need to be modified until reaching the acceptance level.

Table 4.63: Full measurement model Confirmatory Factor Analysis
Goodness-of-Fit Statistics

Name of Category	Name of Index	Level of Acceptance
Absolute Fit	Chi-Square	.000
	RMSEA (<0.08)	.067
Incremental Fit	CFI (>0.90)	.889
	TLI (>0.90)	.879
Parsimonious fit	Chisq/df (<5.00)	5.387

In examining the standardized loading estimates in Table 4.64, it can be observed that the standardized loading estimates of three indicators, the JoE construct, JE47 is 0.465, the OcBe-Civic is 0.481, which are below the 0.50 cut-off value of a good item (Hair et. al., 2010).

Table 4.64: Standard Factor Loading Estimates Indicator

Construct	Construct	Estimate Loading
HRm -SafetyHealth	HRm	.665
HRm -TnD	HRm	.780
HRm -Appraisal	HRm	.728
HRm -Compensation	HRm	.583
OLcu -Organisation	OLcu	.901
OLcu -Team	OLcu	.912
OLcu -Individual	OLcu	.886
TL92	TrLe	.862
TL91	TrLe	.866

Table 4.64: Standard Factor Loading Estimates Indicator

Construct	Construct	Estimate Loading
TL90	TrLe	.867
TL89	TrLe	.867
TL88	TrLe	.859
TL87	TrLe	.866
TL86	TrLe	.828
PS23	PeS	.797
PS22	PeS	.815
PS21	PeS	.774
PS20	PeS	.730
PS19	PeS	.742
PS18	PeS	.744
PS17	PeS	.758
PS16	PeS	.746
PS15	PeS	.766
ERMJ54	ERe	.647
ERMJ55	ERe	.693
ERMJ56	ERe	.746
ERMJ57	ERe	.846
ERMJ58	ERe	.817
JE42	JoE	.532
JE43	JoE	.812
JE44	JoE	.871
JE45	JoE	.760
JE47	JoE	.465
OcBe-Altruism	OcBe	.733
OcBe-Helping	OcBe	.822
OcBe-Civic	OcBe	.481
PS27	PeS	.710
PS14	PeS	.750
PS24	PeS	.746

Note: HRm= Human Resource Management Practices, OLcu= Organizational Learning Culture, TL= Transformational Leadership, PS= Peer Support, ERMJ= Employee Retention, JE= Job Embeddedness and OcBe= Organizational Citizenship Behaviour.

Those two items (JE47 and OcBe-Civic) have to be dropped and run the new measurement model to improve the goodness of fit model. Keeping low factor loading in model will affect the fitness index of the model. An item could have low factor loading due to several reasons (ambiguous statements, double meaning statement, sensitive

statement, biases statement and etc.). Figure 4.3 shows the new measurement model after deleting two items (JE47 and OcBe-Civic).

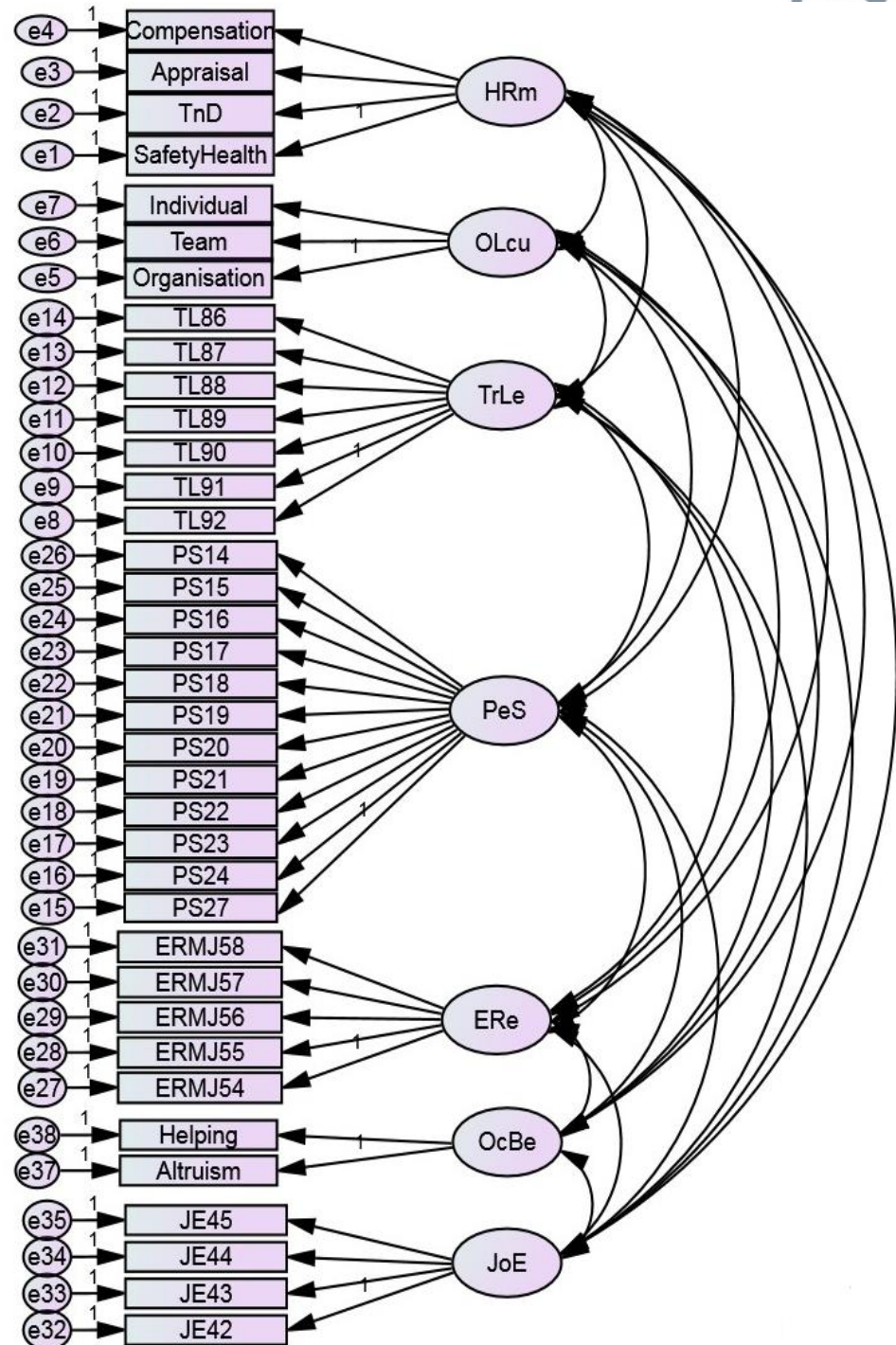


Figure 4.3: The new measurement Model after deleting the two items (JE47 and OcBe-Civic)

According to the results (see table 4.65) derived from the confirmatory factor analysis, the overall model χ^2 is 2938.3 with 598 degrees of freedom. The attribute of χ^2/df is significantly sensitive to sample size, therefore, the scores ranging from 4 to 5 are deemed acceptable (Hair et. al., 2010; Zainuddin, 2010; Lei & Wu, 2007; Arbuckle, 2006; Tanaka, 1987; Ullman & Bentler, 2013). The p-value associated with this result is 0.000. The value for the root mean square error of approximation (RMSEA) is 0.063, which is below 0.08. The result concerning the comparative fit index (CFI) is 0.911, above the acceptable value of model fit, which is 0.90. The Tucker–Lewis Index (TLI) was 0.902, above the acceptable value of model fit which is 0.90. Therefore, fitness indexes for new measurement model is achieved and will proceed to obtain the value of Average Variance Extracted (AVE) and Composite Reliability (CR) for every construct (human resource management practice, peer support, transformational leadership, organizational learning culture, employee retention, organizational citizenship behavior and job embeddedness) of this study.

Table 4.65: Full measurement model Confirmatory Factor Analysis Goodness-of-Fit Statistics (after deleting item JE47 and OcBe-Civic)

Name of Category	Name of Index	Level of Acceptance
Absolute Fit	Chi-Square	.000
	RMSEA (<0.08)	.063
Incremental Fit	CFI (>0.90)	.911
	TLI (>0.90)	.902
Parsimonious Fit	Chisq/df (<5.0)	4.914

In examining the standardized loading estimates in Table 4.66 it can be observed that all the standardized loading estimates are above the 0.50 cut-off value of a good item (Hair et. al. 2010). Therefore, all items as showed are acceptable.

Table 4.66: Standard Factor Loading Estimates Indicator (after deleting item JE47 and OcBe-Civic)

Indicator	Construct	Estimate Loading
HRm-SafetyHealth	HRm	.664

Table 4.66: Standard Factor Loading Estimates Indicator (after deleting item JE47 and OcBe-Civic)

Indicator	Construct	Estimate Loading
HRm-TnD	HRm	.779
HRm-Appraisal	HRm	.729
HRm-Compensation	HRm	.583
OLcu-Organisation	OLcu	.900
OLcu -Team	OLcu	.912
OLcu -Individual	OLcu	.886
TL92	TrLe	.862
TL91	TrLe	.866
TL90	TrLe	.867
TL89	TrLe	.867
TL88	TrLe	.859
TL87	TrLe	.866
TL86	TrLe	.828
PS23	PeS	.796
PS22	PeS	.815
PS21	PeS	.775
PS20	PeS	.729
PS19	PeS	.742
PS18	PeS	.744
PS17	PeS	.758
PS16	PeS	.747
PS15	PeS	.767
ERMJ54	Ere	.646
ERMJ55	Ere	.692
ERMJ56	Ere	.746
ERMJ57	Ere	.847
ERMJ58	Ere	.817
JE42	JoE	.505
JE43	JoE	.825
JE44	JoE	.884
JE45	JoE	.752
OcBe-Altruism	OcBe	.800
OcBe-Helping	OcBe	.776
PS27	PeS	.710
PS14	PeS	.751
PS24	PeS	.745

Note: HRm= Human Resource Management Practices, OLcu= Organizational Learning Culture, TL= Transformational Leadership, PS= Peer Support, ERMJ= Employee Retention, JE= Job Embeddedness and OcBe= Organizational Citizenship Behaviour.

4.6.2 Assessing the validity and reliability for a measurement model

The validity of the measurement model was assessed based on the convergent validity and discriminant validity as detailed below:

4.6.2.1 Convergent Validity

The assessment for Convergent Validity is made based on the value of Average Variance Extracted (AVE), and the assessment for Composite Reliability value. The minimum threshold value for AVE is 0.5 or higher for the validity to achieve and the value of Composite Reliability (CR) 0.6 respectively. Based on table 4.67, this study concludes that the Convergent Validity and Composite Reliability for all constructs in the model have been achieved (Zainudin, 2012, 2015).

Table 4.67: The Average Variance Extracted (AVE) and Composite Reliability (CR) for all constructs

Construct	Item	Factor Loading	AVE (minimum 0.5)	CR (minimum 0.6)
HRm	SafetyHealth	.664	.500	.779
	TnD	.779		
	Appraisal	.729		
	Compensation	.583		
TrLe	TL92	.862	.793	.952
	TL91	.866		
	TL90	.867		
	TL89	.867		
	TL88	.859		
	TL87	.866		
	TL86	.828		
OLcu	Organisation	.900	.809	.927
	Team	.912		
	Individual	.886		
PeS	PS23	.796	.573	.941
	PS22	.815		
	PS21	.775		
	PS20	.729		
	PS19	.742		
	PS18	.744		
	PS17	.758		
	PS16	.747		
	PS15	.767		
	PS27	.710		
	PS14	.751		
	PS24	.745		
ERe	ERMJ54	.646	.568	.867
	ERMJ55	.692		
	ERMJ56	.746		
	ERMJ57	.847		
	ERMJ58	.817		
OcBe	Altruism	.800	.621	.766
	Helping	.776		
JoE	JE42	.505	.571	.837
	JE43	.825		
	JE44	.884		
	JE45	.752		

Note: HRm= Human Resource Management Practices, OLcu= Organizational Learning Culture, TrLe= Transformational Leadership, PS= Peer Support, ERMJ= Employee Retention, JoE= Job Embeddedness and OcBe= Organizational Citizenship Behaviour.

4.6.2.2 Discriminant Validity

The Discriminant Validity for the construct is achieved if the correlation among the exogenous constructs in the model does not exceed 0.85 (Zainudin,

2015). In addition, the Discriminant Validity of the particular construct is achieved if the square root of its AVE exceeds its correlation value with other constructs in the model. In other words, the Discriminant Validity is achieved if the square root of the AVE (in bold) are higher than any other values in its row and column.

Table 4.68 shows that the correlation value between all construct are less than 0.85. In addition, the square root AVE for all variables also are higher than any the correlation values in its row and column. Thus, the study concludes that the Discriminant Validity for all constructs is achieved.

Table 4.68: Discriminant Validity Index Summary

Variable	HRm	OLcu	TrLe	PeS	ERe	JoE	OcBe
HRm	0.707						
OLcu	.671	0.9					
TrLe	.604	.586	0.891				
PeS	.563	.502	.442	0.757			
ERe	.599	.575	.439	.363	0.754		
JoE	.362	.395	.194	.169	.409	0.756	
OcBe	.455	.450	.398	.641	.411	.181	0.788

Note: HRm= Human Resource Management Practices, OLcu= Organizational Learning Culture, TrLe= Transformational Leadership, PeS= Peer Support, ERe= Employee Retention, JoE= Job Embeddedness and OcBe= Organizational Citizenship Behaviour.

4.7 Structural model validity

Following the confirmation of the measurement model validity, the structural model was specified by assigning relationships from one construct to another based on the conceptual framework that was developed in the previous Chapter 2 as shown below in Figure 4.4. The following hypotheses tested:-

- H1 Human resource management practices are positively related to employee retention.
- H2 Organizational learning culture is positively related to employee retention.
- H3 Transformational leadership is positively related to employee retention.
- H4 The peer support is positively related to employee retention.

- H5 Employee retention is positively related to job embeddedness.
- H6 Employee retention is positively related to organization citizenship behavior.
- H7 Employee retention will mediate the relationship between human resource management practice and organizational citizenship behavior.
- H8 Employee retention will mediate the relationship between organizational learning culture and organizational citizenship behavior.
- H9 Employee retention will mediate the relationship between transformational leadership and organizational citizenship behavior.
- H10 Employee retention will mediate the relationship between peer support and organizational citizenship behavior.
- H11 Employee retention will mediate the relationship between human resource management practice and job embeddedness.
- H12 Employee retention will mediate the relationship between organization learning culture and job embeddedness.
- H13 Employee Retention will mediate the relationship between transformational leadership and job embeddedness.
- H14 Employee retention will mediate the relationship between peer support and job embeddedness.

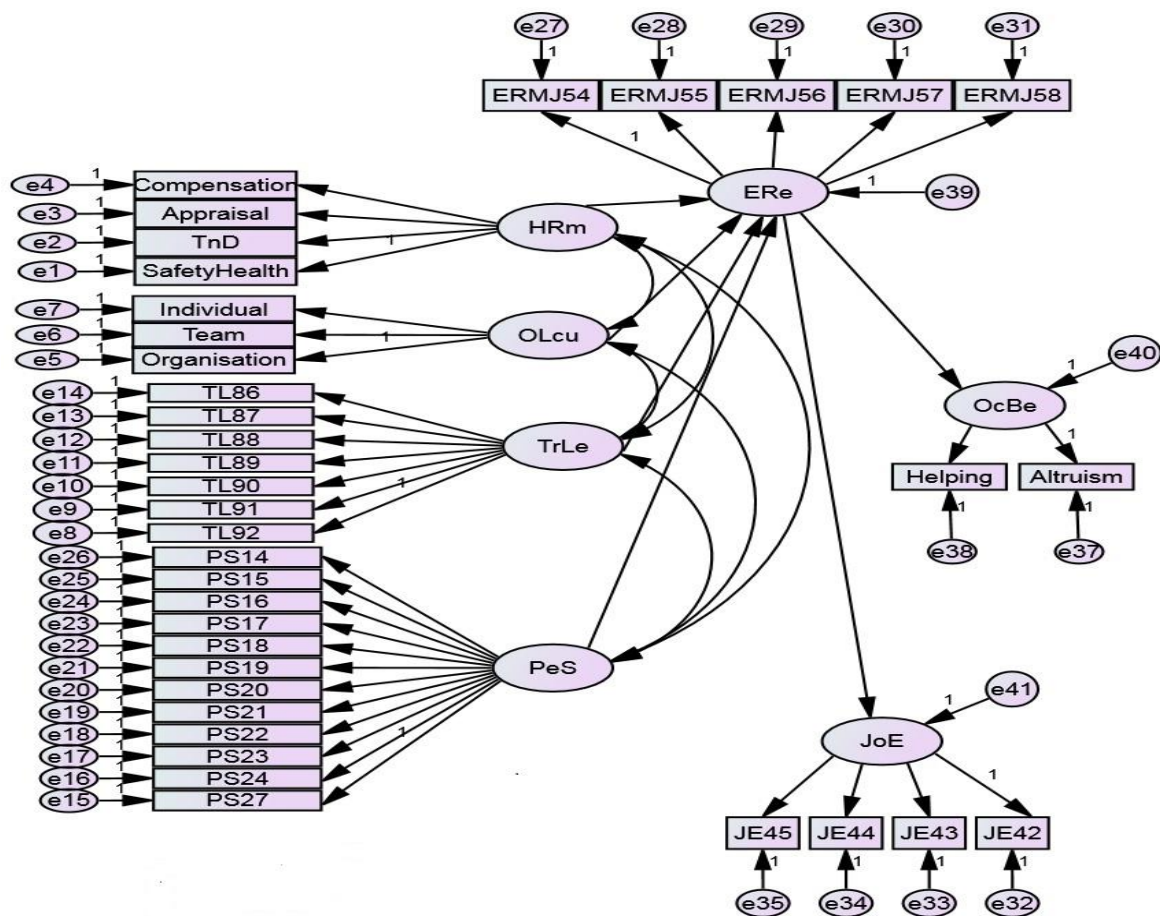


Figure 4.4: Structural Model

Table 4.69 shows the results of regression path coefficient. Human resource management practices show positive and significant impact on employee retention (Coefficient = 0.669, Critical Ratio = 7.827, $p < 0.05$). Similarly, the effect of organizational learning culture on employee retention was also positive and significant (Coefficient = 0.214, Critical Ratio = 5.675, $p < 0.05$). Peer support has significant effect on employee retention. However, its effect on employee retention was negative (Coefficient = -0.084, Critical Ratio = -2.389, $p < 0.017$). In addition, the effect of transformational leadership on employee retention was not significant (Coefficient = -0.054, Critical Ratio = -1.949, $p < 0.060$). Finally, table 4.74 reveals that employee retention was positively and significantly related to organizational

citizenship behavior (Coefficient = 0.412, Critical Ratio = 10.245, $p < 0.05$) and job embeddedness (Coefficient = 0.373, Critical Ratio = 9.447, $p < 0.05$).

Table 4.69: The Regression Path Coefficient

Construct	Construct	Estimate	S.E.	C.R.	P	Result
ERe	<--- HRm	.669	.086	7.827	***	Significant
ERe	<--- OLcu	.214	.038	5.675	***	Significant
ERe	<--- TrLe	-.054	.028	-1.949	.060	Not Significant
ERe	<--- PeS	-.084	.035	-2.389	.017	Significant
OcBe	<--- ERe	.412	.040	10.245	***	Significant
JoE	<--- ERe	.373	.039	9.447	***	Significant

Note: HRm= Human Resource Management Practices, OLcu= Organizational Learning Culture, TrLe= Transformational Leadership, PeS= Peer Support, ERe= Employee Retention, JoE= Job Embeddedness and OcBe= Organizational Citizenship Behaviour.

*** $p < 0.05$

4.8 Analyzing the Mediating Effects

4.8.1 Employee retention will mediate the relationship between human resource management practice (HRm) and Organizational Citizenship Behavior (OcBe).

Firstly, this study has tested the direct effect of HRm and OcBe as shown in Figure 4.5. The output in Table 4.70 shows coefficient is 0.576, and it has a significant effect on OcBe (critical value=11.696)



Figure 4.5: The result of direct effect on HRm (The Beta Coefficient is 0.576)

Table 4.70: The direct effect of HRm on OcBe is significant
(Beta Coefficient 0.576)

Variable	Variable	Estimate	S.E.	C.R.	P	Result
OcBe	<--- HRm	.576	.054	11.696	***	Significant

Second, this study has created a new model by including the construct ERe as a mediator (see Figure 4.6). Table 4.71 shows that the coefficient of direct effect of HRm on OcBe has reduced to 0.446 but is still significant when the mediator (ERe) enters the model. The other direct effect between HRm to ERe (coefficient =0.686, critical ratio =14.109, $p < 0.05$) and between ERe to OcBe (coefficient =0.173, critical ratio =3.527, $p < 0.05$) also shows positive and significant effect.

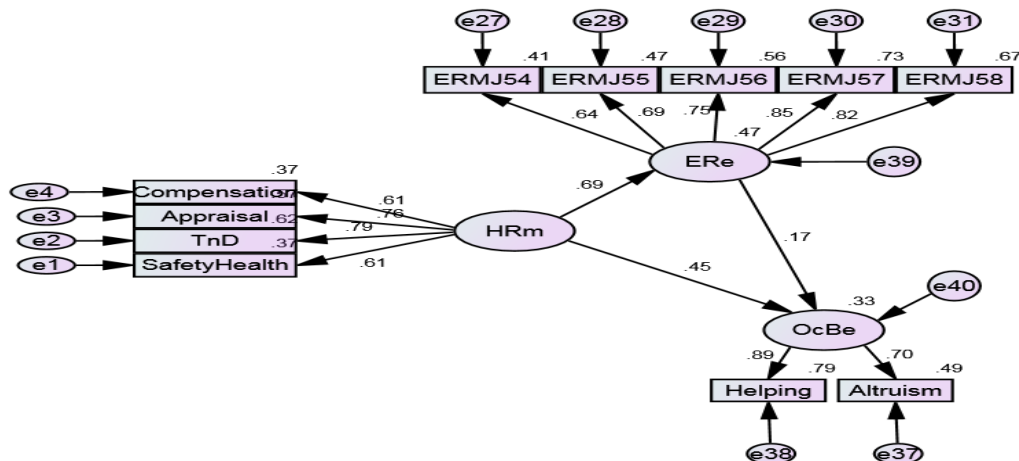


Figure 4.6: The AMOS output showing Regression Weights between construct

This study was interested to prove that the construct ERe is mediating the relationship between construct HRm and construct OcBe.

Table 4.71: The Path Regression Coefficient and its significance

Variable	Variable	Estimate	S.E.	C.R.	P	Result
ERe	<--- HRm	.686	.056	14.109	***	Significant
OcBe	<--- ERe	.173	.044	3.527	***	Significant
OcBe	<--- HRm	.446	.062	7.372	***	Significant

Based on the previous results, the construct ERe does mediate the relationship between HRm and OcBe. The type of mediation here is called "partial mediation" since the direct effect of HRm and OcBe is still significant after the mediator variable ERe entered model even though the path coefficient for HRm was reduced from 0.576 (Table 4.70) to 0.446 (Table 4.71). In other word, HRm has direct effect on OcBe and also indirect effect on OcBe through ERe.

To confirm the test for mediation, the steps outlined by Baron and Kenny (1986) using SPSS were followed. First, human resource management practices were positively related to organizational citizenship behavior ($\beta = .446, p < 0.05$). Thus, the first condition of mediation was met. Second, human resource management practice were positively related to employee retention ($\beta = .686, p < 0.05$), thus, meeting the second condition of mediation. Third, employee retention was positively related to organizational citizenship behavior ($\beta = .173, p < 0.05$). Finally, the effect of HRm on OcBe is still significant even after controlling the effect of ERe ($\beta = 0.173, p < 0.05$). This result confirmed that ERe has partially mediated the relationship between HRm and OcBe.

4.8.2 Employee retention will mediate the relationship between organizational learning culture (OLcu) and organizational citizenship behavior (OcBe).

Firstly, this study has tested the direct effect of OLcu and OcBe as shown in Figure 4.7. The output in Table 4.72 shown coefficient is 0.498, and it has a significant effect on OcBe (critical value=10.832)

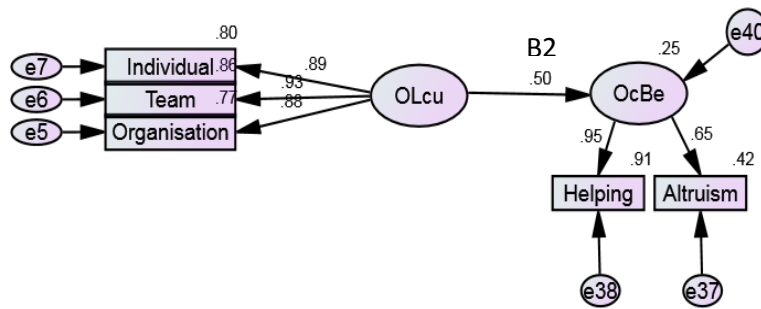


Figure 4.7: The result of direct effect on OLcu (The Beta Coefficient is .498)

Table 4.72: The direct effect of OLcu on OcBe is significant (Beta Coefficient .498)

Variable	Variable	Estimate	S.E.	C.R.	P	Result
OcBe	<--- OLcu	.498	.028	10.832	***	Significant

Second, this study has created a new model by including the construct ERe as a mediator (see Figure 4.8). Table 4.73 shows that the coefficient of direct effect of OLcu on OcBe has reduced to 0.351 but is still significant when the mediator (ERe) enters the model. The other direct effect between OLcu to ERe (coefficient = 0.626, critical ratio = 14.109, $p < 0.05$) and between ERe to OcBe (coefficient = 0.240, critical ratio = 5.531, $p < 0.05$) also shows positive and significant effect.

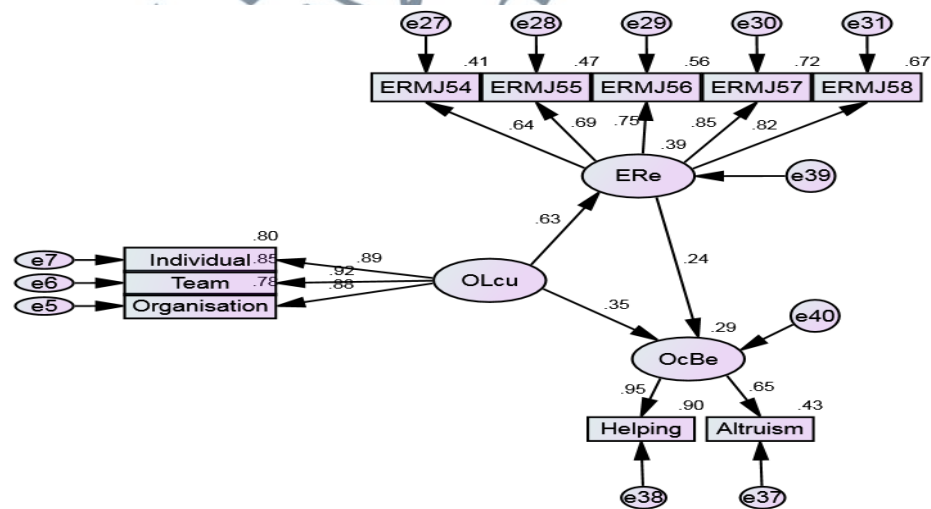


Figure 4.8: The AMOS output showing Regression Weights between constructs

This study was interested to prove that the construct ERe is mediating the relationship between construct OLcu and construct OcBe.

Table 4.73: The Path Regression Coefficient and its significance

Variable		Variable	Estimate	S.E.	C.R.	P	Result
ERe	<---	OLcu	.626	.028	16.636	***	Significant
OcBe	<---	ERe	.240	.036	5.531	***	Significant
OcBe	<---	OLcu	.351	.028	7.821	***	Significant

Based on the previous results, the construct ERe does mediate the relationship between OLcu and OcBe. The type of mediation here is called "partial mediation" since the direct effect of OLcu and OcBe is still significant after the mediator variable ERe entered model even through the path coefficient for OLcu was reduced from 0.498 (Table 4.72) to 0.351 (Table 4.73). In other word, OLcu has direct effect on OcBe and also indirect effect on OcBe through ERe.

To confirm the test for mediation, the steps outlined by Baron and Kenny (1986) using SPSS were followed. First, organization learning culture was positively related to organizational citizenship behavior ($\beta = .351$, $p < 0.05$). Thus, the first condition of mediation was met. Second, organizational learning culture was positively related to employee retention ($\beta = .626$, $p < 0.05$), thus, meeting the second condition of mediation. Third, employee retention was still positively related to organizational citizenship behavior ($\beta = .240$, $p < 0.05$). Finally, the effect of OLcu on OcBe is still significant even after controlling the effect of ERe ($\beta = 0.240$, $p < 0.05$). This result confirmed that ERe has partially mediate the relationship between OLcu and OcBe.

4.8.3 Employee Retention (ERe) will mediate in relationship between Peer Support (PeS) and Organizational Citizenship Behaviour (OcBe)

Firstly, this study has tested the direct effect of PeS and OcBe as shown in Figure 4.9. The output in table 4.74 shows that the coefficient is 0.769, and it has a significant effect on OcBe (critical value = 20.539).

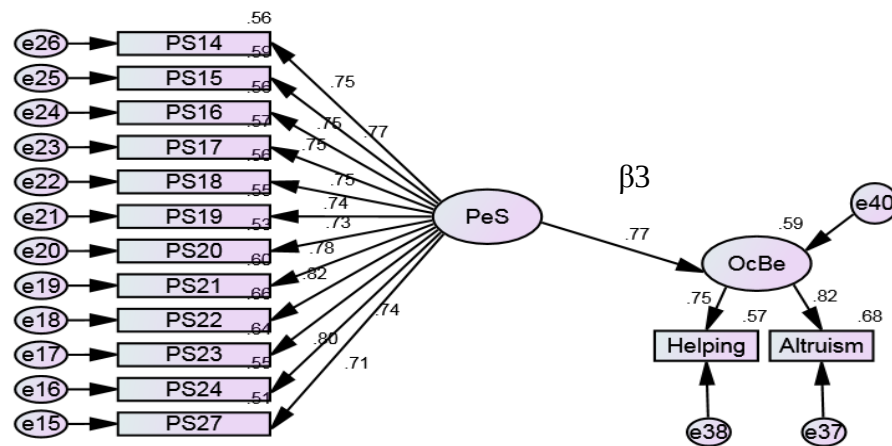


Figure 4.9: The result of direct effect on PeS (The Beta Coefficient is .769)

Table 4.74: The direct effect of PeS on OcBe is significant (Beta Coefficient .769)

Variable	Variable	Estimate	S.E.	C.R.	P	Result
OcBe	<--- PeS	.769	.034	20.539	***	Significant

Second, this study has created a new model by including the construct ERe as a mediator (see Figure 4.10). Table 4.73 shows that the coefficient of direct effect of PeS on OcBe has reduced to 0.696 but is still significant when the mediator (ERe) enter the model. The other direct effect between PeS to ERe (coefficient = 0.395, critical ratio = 10.791, $p < 0.05$) and between ERe to OcBe (coefficient = 0.189, critical ratio = 6.083, $p < 0.05$) also shows positive and significant effect.

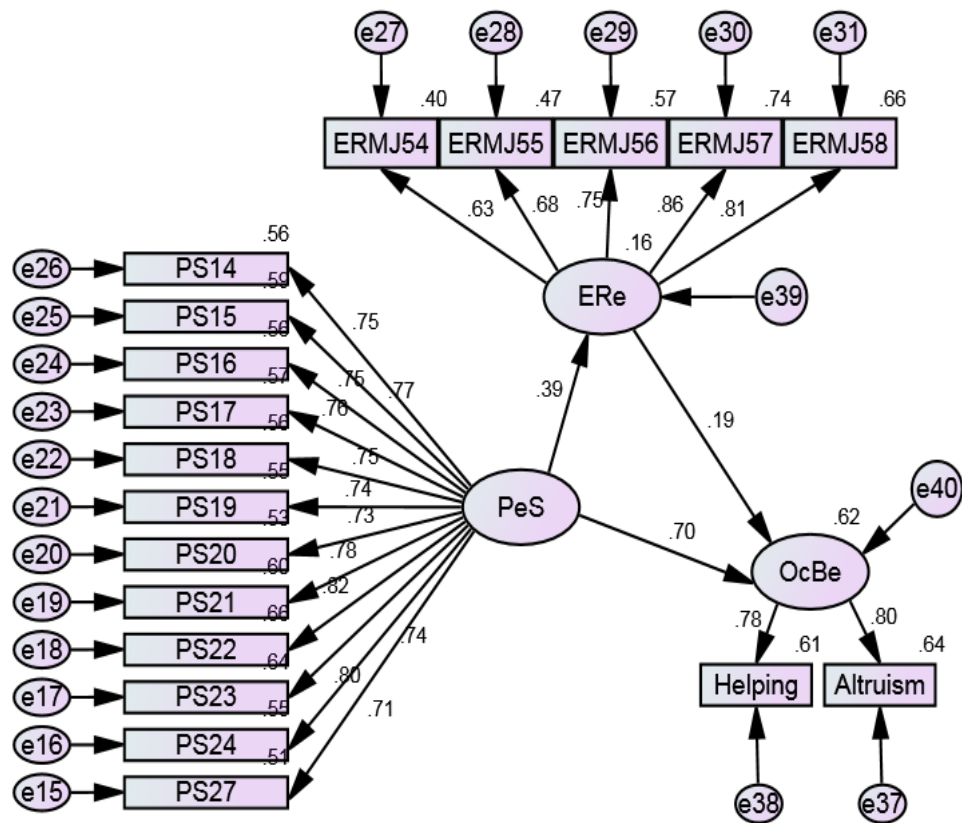


Figure 4.10: The AMOS output showing Regression Weights between constructs

This study was interesting to prove that the construct ERe is mediating the relationship between construct PeS and construct OcBe.

Table 4.75: The Path Regression Coefficient and its significance

Variable	Variable	Estimate	S.E.	C.R.	P	Result
ERe	<--- PeS	.395	.031	10.791	***	Significant
OcBe	<--- ERe	.189	.032	6.083	***	Significant
OcBe	<--- PeS	.696	.035	17.430	***	Significant

Based on the previous results, the construct ERe does mediate the relationship between PeS and OcBe. The type of mediation here is a called "partial mediation" since the direct effect of PeS and OcBe is still significant after the mediator variable ERe entered model even through the path coefficient for PeS was reduced from .769 (Table

4.74) to .696 (Table 4.75). In other word, PeS has direct effect on OcBe and also indirect effect on OcBe through ERe.

To confirm the test for mediation, the steps outlined by Baron and Kenny (1986) using SPSS were followed. First, peer support was positively related to organizational citizenship behavior ($\beta = .769$, $p < 0.05$). Thus, the first condition of mediation was met. Second, peer support was positively related to employee retention ($\beta = .395$, $p < 0.05$), thus, meeting the second condition of mediation. Third, employee retention was positively related to organizational citizenship behavior ($\beta = .189$, $p < 0.05$). Finally, the effect of PeS on OcBe is still significant even after controlling the effect of ERe ($\beta = 0.165$ $p < 0.05$). This result confirmed that ERe has partially mediated the relationship between PeS and OcBe.

4.8.4 Employee retention will mediate in relationship between human resource management practice (HRm) and job embeddedness (JoE).

Firstly, this study has tested the direct effect of HRm and JoE as shown in Figure 4.11. The output in Table 4.76 shows that the coefficient is 0.338, and it has a significant effect on JoE (critical value=7.760).

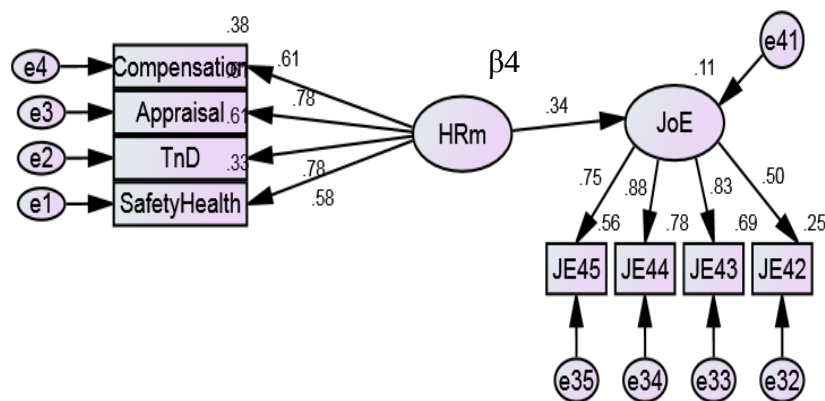
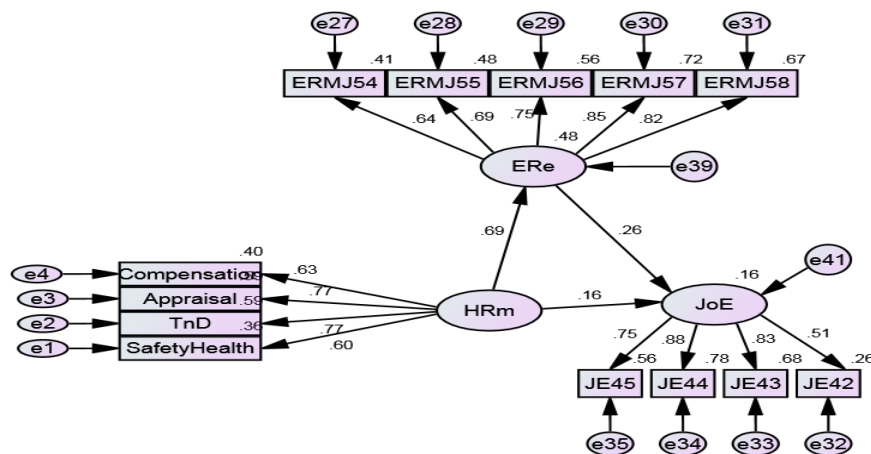


Figure 4.11: The result of direct effect on HRm (The Beta Coefficient is .338)

Table 4.76: The direct effect of HRm on JoE is significant (Beta Coefficient .338)

Variable		Variable	Estimate	S.E.	C.R.	P	Result
JoE	<---	HRm	.338	.050	7.760	***	Significant

Second, this study has created a new model by including the construct ER as a mediator (see Figure 4.12). Table 4.77 shows that the coefficient of direct effect of HRm on JoE has reduced to 0.165 but is still significant when the mediator (ERe) enter the model. The other direct effect between HRm to ERe (coefficient =0.690, critical ratio =13.924, $p < 0.05$) and between ERe to JoE (coefficient =0.263, critical ratio =4.841, $p < 0.05$) also show positive and significant effect.

**Figure 4.12:** The AMOS output showing Regression Weights between construct

This study was interested to prove that the construct ERe is mediating the relationship between construct HRm and construct JoE.

Table 4.77: The Path Regression Coefficient and its significance

Variable		Variable	Estimate	S.E.	C.R.	P	Result
ERe	<---	HRm	.690	.058	13.924	***	Significant
JoE	<---	HRm	.165	.062	3.016	.003	Significant
JoE	<---	ERe	.263	.052	4.841	***	Significant

Based on the previous results, the construct ERe does mediate the relationship between HRm and JoE. The type of mediation here is called "partial mediation" since the direct effect of HRm and JoE is still significant after the mediator variable ERe entered model even though the path coefficient for HRm reduced from 0.338 (Table 4.76) to 0.165 (Table 4.77). In other word, HRm has direct effect on JoE and also indirect effect on JoE through ERe.

To confirm the test for mediation, the steps outlined by Baron and Kenny (1986) using SPSS were followed. First, human resource management practices were positively related to job embeddedness ($\beta = .165, p < 0.05$). Thus, the first condition of mediation was met. Second, human resource management practices were positively related to employee retention ($\beta = .690, p < 0.05$), thus, meeting the second condition of mediation. Third, employee retention was positively related to job embeddedness ($\beta = .263, p < 0.05$). Finally, the effect of HRm on JoE is still significant even after controlling the effect of ERe ($\beta = 0.233, p < 0.05$). This result confirmed that ERe has partially mediated the relationship between HRm and JoE.

4.8.5 Employee retention (ERe) will mediate in relationship between organizational learning culture (OLcu) and job embeddedness (JoE).

Firstly, this study has tested the direct effect of HRm and JoE as shown in Figure 4.13. The output in Table 4.78 shown that the coefficient is 0.394, and it has a significant effect on JoE (critical value=10.039).

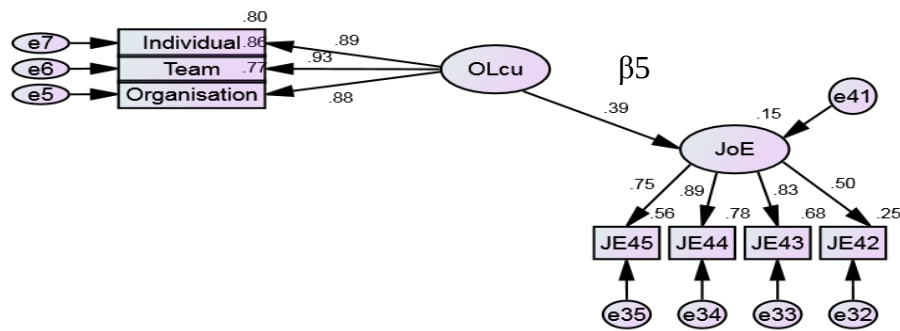


Figure 4.13: The result of direct effect on OLcu (The Beta Coefficient is .394)

Table 4.78: The direct effect of OLcu on JoE is significant
(Beta Coefficient .394)

Variable	Variable	Estimate	S.E.	C.R.	P	Result
JoE	<--- OLcu	.394	.027	10.039	***	Significant

Second, this study has created a new model by including the construct ER as a mediator (see Figure 4.14). Table 4.79 shows that the coefficient of direct effect of OLcu on JoE has reduced to 0.264 but is still significant when the mediator (ERe) enters the model. The other direct effect between OLcu to ERe (coefficient =0.625, critical ratio =16.562, $p < 0.05$) and between ERe to JoE (coefficient =0.211, critical ratio =4.630, $p < 0.05$) also shows positive and significant effect.

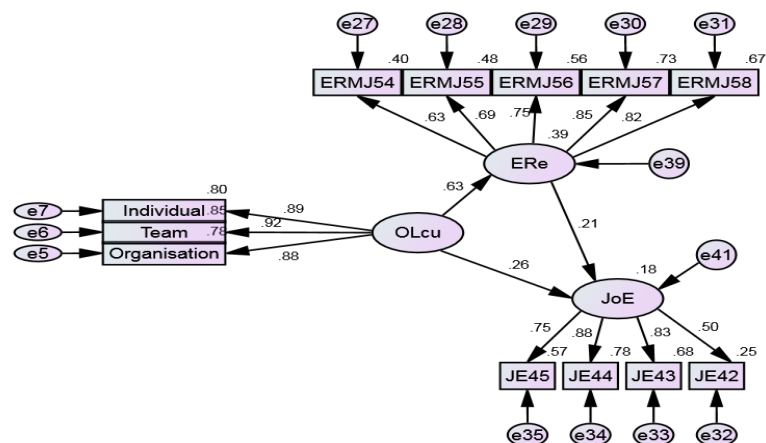


Figure 4.14: The AMOS output showing Regression Weights between construct

This study was interesting to prove that the construct ERe is mediating the relationship between construct OLcu and construct JoE.

Table 4.79: The Path Regression Coefficient and its significance

Variable		Variable	Estimate	S.E.	C.R.	P	Result
ERe	<---	OLcu	.625	.028	16.562	***	Significant
JoE	<---	ERe	.211	.044	4.630	***	Significant
JoE	<---	OLcu	.264	.031	5.986	***	Significant

Based on the previous results, the construct ERe does mediate the relationship between OLcu and JoE. The type of mediation here is a called "partial mediation" since the direct effect of OLcu and JoE is still significant after the mediator variable ERe entered model even through the path coefficient for OLcu reduced from 0.394 (Table 4.78) to 0.264 in (Table 4.79). In other word, OLcu has direct effect on JoE and also indirect effect on JoE through ERe.

To confirm the test for mediation, the steps outlined by Baron and Kenny (1986) using SPSS were followed. First, organizational learning culture was positively related to job embeddedness ($\beta = .264, p < 0.05$). Thus, the first condition of mediation was met. Second, organizational learning culture was positively related to employee retention ($\beta = .625, p < 0.05$), thus meeting the second condition of mediation. Third employee retention was positively related to job embeddedness ($\beta = .211, p < 0.05$). Finally, the effect of OLcu on JoE is still significant even after controlling the effect of ERe ($\beta = 0.173, p < 0.05$). This result confirmed that ERe has partially mediated the relationship between OLcu and JoE.

4.8.6 Employee retention (ERe) will mediate the relationship between peer support (PeS) and job embeddedness (JoE).

Firstly, this study has tested the direct effect of PeS and JoE as shown in Figure 4.15. The output in Table 4.80 shows that the coefficient is 0.147, and it has a significant effect on JoE (critical value=4.298).

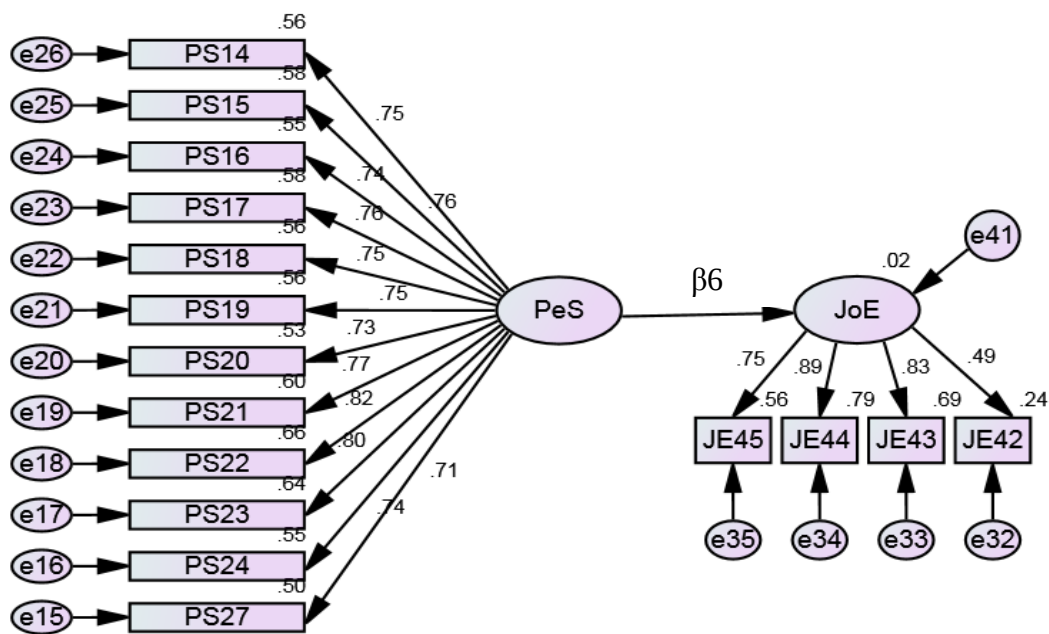


Figure 4.15: The result of direct effect on PeS (The Beta Coefficient is .147)

Table 4.80: The direct effect of PeS on JoE is significant (Beta Coefficient .147)

Variable	Variable	Estimate	S.E.	C.R.	P	Result
JoE <---	PeS	.147	.027	4.298	***	Significant

Second, this study has created a new model by including the construct ERe as a mediator (see Figure 4.16). Table 4.81 shows that the coefficient of direct effect of PeS on JoE has reduced to 0.001 and it was insignificant when the mediator (ERe) enters the model. The other direct effect between PeS to ERe (coefficient =0.395, critical ratio

=10.776, $p < 0.05$) and between ERe to JoE (coefficient =0.374, critical ratio =8.409, $p < 0.05$) shows positive and significant effect.

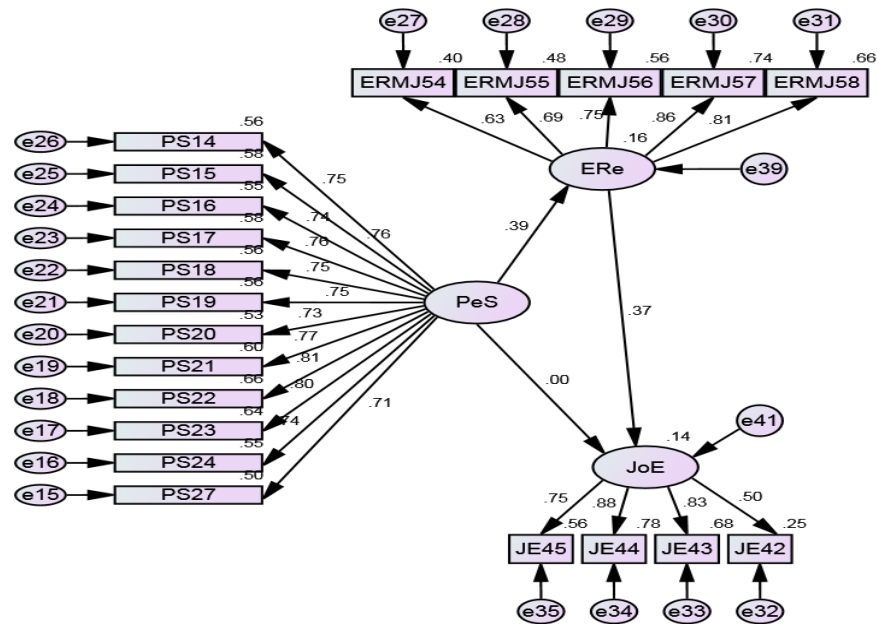


Figure 4.16: The AMOS output showing Regression Weights between constructs

This study was interesting to prove that the construct ERe is mediating the relationship between construct PeS and construct JoE.

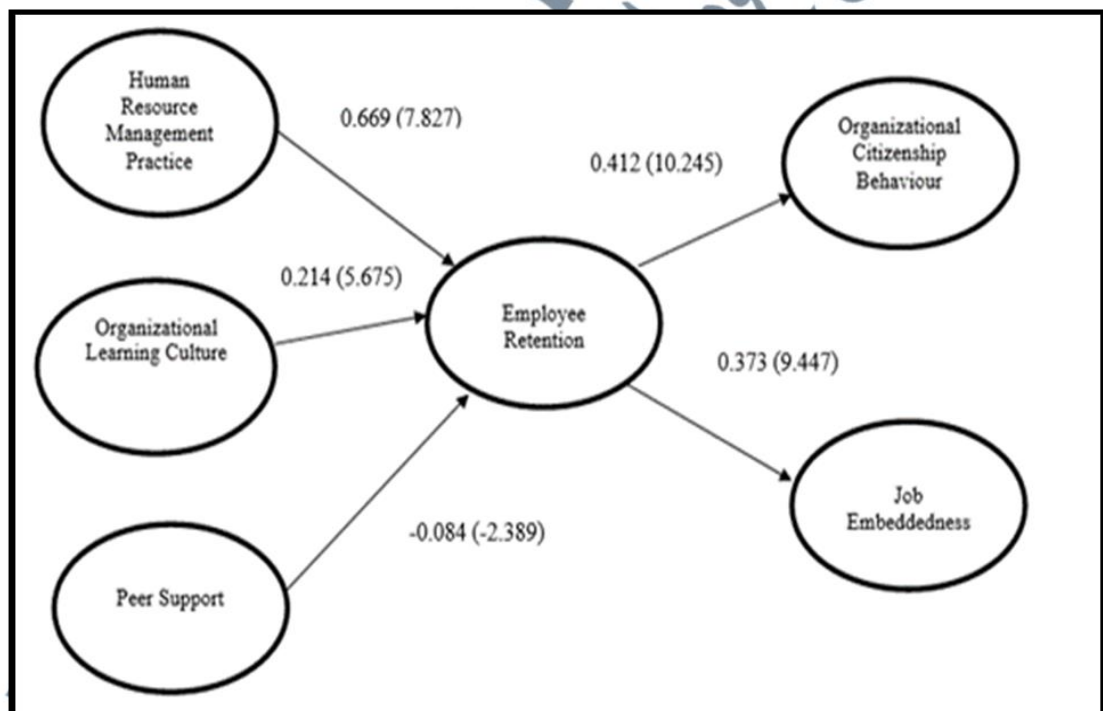
Table 4.81: The Path Regression Coefficient and its significance

Variable	Variable	Estimate	S.E.	C.R.	P	Result
ERe	<--- PeS	.395	.031	10.776	***	Significant
JoE	<--- ERe	.374	.043	8.409	***	Significant
JoE	<--- PeS	.001	.029	.043	.966	Not Significant

Based on the previous results, the construct ERe does mediate the relationship between PeS and JoE. The type of mediation here is called "complete mediation" since the direct effect of PeS and JoE is no longer significant after the mediator variable ERe entered model even though the path coefficient for PeS reduced from 0.147 (Table 4.80)

to 0.001 (Table 4.81). In other word, PeS has no direct effect on JoE and indirect effect on JoE through ERe.

To confirm the test for mediation, the steps outlined by Baron and Kenny (1986) using SPSS were followed. First, peer support was not positively related to job embeddedness ($\beta = 0.001$, $p < 0.966$). Thus, the condition of full mediation was met. Second, the predictor is related to the mediator, where peer support has positively related to employee retention ($\beta = 0.395$, $p < 0.05$), thus, meeting the second condition of mediation. Third, employee retention was positively related to job embeddedness ($\beta = 0.374$, $p < 0.05$). Finally, the effect of PeS on JoE is not significant even after controlling the effect of ERe ($\beta = 0.173$, $p < 0.05$). This result confirmed that ERe has complete mediated the relationship between PeS and JoE.



Notes: Figures are factor loadings followed by critical ratio value. The critical ratio value indicates the significant level of factor loading. The minimum critical ratio value of 1.960 is required for the factor loading to be significant (Byrne, 2010).

Figure 4.17: The Final Structural Model

4.9 Conclusion

This chapter presents the results of the analyses of this study. The findings of this analysis confirm the validity of the constructs used in this study. The results from the structural model analysis indicate that the theoretical framework is partially supported by the data (see Table 4.82). The data strongly support the proposed relationship between human resource management practice, organizational learning culture and peer support with the employee retention. However, the proposed relationship between transformational leadership and employee retention is not supported by the data. Meanwhile, employee retention is a mediator between human resource management practice, organizational learning culture, peer support and organizational citizenship behavior. Besides, employee retention is also a mediator between human resource management practice, organizational learning culture, peer support and job embeddedness. A detailed discussion of the findings of this chapter is provided in the next Chapter 5. Through the study, a number of conclusions is drawn, and suggestions are made for management and future research.

Table 4.82: The Summary of Result Hypothesis

	Hypothesis Statement	Decision
H1	Human resource management practices are positively related to employee retention.	Supported
H2	Organizational learning culture is positively related to employee retention.	Supported
H3	Transformational leadership is positively related to employee retention.	Not Supported
H4	The peer support is positively related to employee retention.	Supported
H5	Employee retention is positively related to job embeddedness.	Supported
H6	Employee retention is positively related to organization citizenship behavior.	Supported
H7	Employee retention will mediate the relationship between human resource management practice and organizational citizenship behavior.	Supported
H8	Employee retention will mediate the relationship between organizational learning culture and organizational citizenship behavior.	Supported

H9	Employee retention will mediate the relationship between transformational leadership and organizational citizenship behavior.	Not Supported
H10	Employee retention will mediate the relationship between peer support and organizational citizenship behavior.	Supported
H11	Employee retention will mediate the relationship between human resource management practice and job embeddedness.	Supported
H12	Employee retention will mediate the relationship between organization learning culture and job embeddedness.	Supported
H13	Employee retention will mediate the relationship between transformational leadership and job embeddedness.	Not Supported
H14	Employee retention will mediate the relationship between peer support and job embeddedness.	Supported

Table 4.83: The Summary of Hypotheses Tests

Hypothesis Statement	Result Analysis	Finding
H1: Human resource management practices are positively related to employee retention.	Supported	Human resource management practices is positively and significantly influence employee retention.
H2: Organizational learning culture is positively related to employee retention.	Supported	Organizational learning culture is positively and significantly influence employee retention.
H3: Transformational leadership is positively related to employee retention.	Not Supported	Transformational leadership shows negative and insignificant influence on employee retention.
H4: The peer support is positively related to employee retention.	Supported	The peer support is positively and significantly influence employee retention.
H5: Employee retention is positively related to job embeddedness.	Supported	Employee retention is positively and significantly influence job embeddedness.
H6: Employee retention is positively related to organization citizenship behavior.	Supported	Employee retention is positively and significantly influence organization citizenship behavior.
H7: Employee retention will mediate the relationship between human resource management practice and organizational citizenship behavior.	Supported	Employee retention is significantly mediate the relationship between human resource management practice and organizational citizenship behavior.
H8: Employee retention will mediate the relationship between organizational learning culture and organizational citizenship behavior.	Supported	Employee retention is significantly mediate the relationship between organizational learning culture and organizational citizenship behavior.
H9: Employee retention will mediate the relationship between transformational leadership and organizational citizenship behavior.	Not Supported	Employee retention does not mediate the relationship between transformational leadership and organizational citizenship behavior.
H10: Employee retention will mediate the relationship between peer support and organizational citizenship behavior.	Supported	Employee retention is significantly mediating the relationship between peer support and organizational citizenship behavior.

H11: Employee retention will mediate the relationship between human resource management practice and job embeddedness.	Supported	Employee retention is significantly mediating the relationship between human resource management practice and job embeddedness.
H12: Employee retention will mediate the relationship between organization learning culture and job embeddedness.	Supported	Employee retention is significantly mediating the relationship between organization learning culture and job embeddedness.
H13: Employee Retention will mediate the relationship between transformational leadership and job embeddedness.	Not Supported	Employee Retention is not mediating the relationship between transformational leadership and job embeddedness.
H14: Employee retention will mediate the relationship between peer support and job embeddedness.	Supported	Employee retention is significantly mediating the relationship between peer support and job embeddedness.