Employee Turnover among Gen Y in Lodging Industry of Sabah, Malaysia

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Abstract:

Background*: Employee turnover in Malaysia is becoming very critical and distressing. Younger generation entering the workforce in droves and older generation gradually replaced by this generation and with more adventurous attitude. The younger generations commonly perceived as a generation whom are energetic, lively, full of surprises and unlimited of possibilities. Furthermore, the young generation as a generation often prefer to stay in an organization or company for very short term only. This thus aggravates the issue of high employee turnover in organisations, especially in Malaysia. Therefore, the purpose of this study is to study the employee turnover influencing factors and the relationship it might establish with the employee turnover among Gen Y in Sabah Lodging industry. Three factors presented in this study include salary, flexibility in working hour and opportunity for promotion. . From literature review, these three were most common factors influencing employee turnover, albeit from different industries, population and context. Hence, need to re-affirm whether within the younger generation and a volatile industry (lodging industry), will the results align with previous studies.*

Materials and Methods*: In this study, the researchers adopt a cross-sectional study incorporating quantitative methods based on descriptive correlation research. Moreover, the distribution of questionnaire is using convenience sampling to collect data due to the current pandemic. The questionnaire will be self-administered questionnaire distributed through online platforms to approximately 400 employees working in the lodging industry of Sabah. The items in the questionnaire mainly based on several previous research work whom had completed surveys related to this topic of study. The researchers adopt or adapt from these previous studies the respective items depending on the respective items and context.*

Results*: According to the hypotheses tests results, the independent variables in this study comprising constructs such as Salary, Flexibility of Working Hour and Opportunity for Promotion are statistically significant to the phenomenon under study (employee retention) and thus accepted. The Independent Variables (Salary, Flexibility of Working Hour and Opportunity for Promotion) indicated as having positive relationship towards the Dependent Variable (Employee turnover in Sabah lodging industry). Furthermore, Salary has the strongest statistical influence on employee turnover within the lodging industry of Sabah. These findings align with Malaysia's general perspective of generation Y on reasons for turnover.*

Key Word*: Employee turnover, Lodging industry, Gen Y, Sabah*

I.   Introduction

In this study, the scope of study will be focusing on employee turnover among Generation Y in Lodging Industry based on Sabah context. Employee define by Human Resource as a person whom own special ability, expertise, and knowledge and are useful to perform necessary tasks to fulfil the organization's aim (Ugoani, 2016). Meanwhile, employee turnover is a process of an individual to exit from an organization (Zhang, 2016). Organization usually devoted large sum of money in hiring (Hassan, Jambulingam and Alagas, et.al., 2020). The spending may include training, induction, employee's career development and avoiding premature withdrawal of the employee (Dean and East, 2019). Employee turnover especially if the turnover is involving highly skilled employee will contribute to bad influence towards the operation of the organization (Vejsiu, 2019). Therefore, increase in employee turnover is worrying and had create numerous issues to any organization as it creates unnecessary expenses either in terms of monetary expenses or even time and emotions of other employees (Miah, 2018). The employee turnover has reached a reasonably alarming level within Malaysia, especially with the current younger generation known as Generation Y (Gen Y).

The diagram below provided the latest statistics on employee turnover within Malaysia.
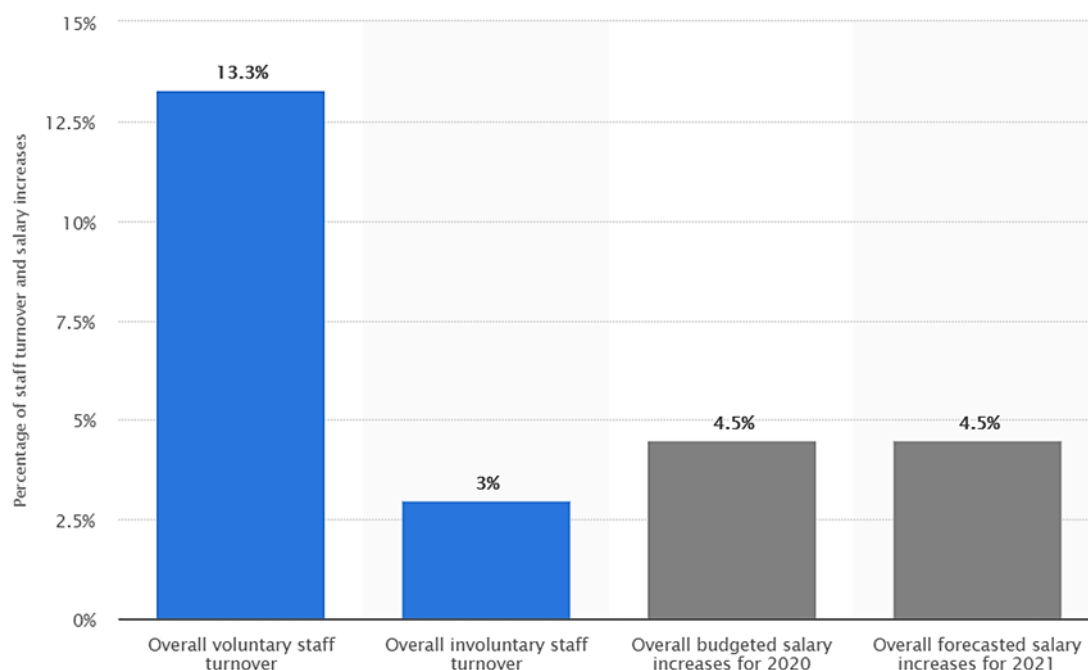

Figure 1.1. Turnover and salary increases for 2020.

Source: Statistica (2021).

The figure 1.1 above showed that voluntary turnover for 2020 still remained high at 13.3% although in the year 2020, the Covid19 pandemic had caused disruptions in many of the world's economies. Voluntary turnover is gradually increasing years by years and creates negative influence towards organization performance including operations, profit as well as creating stress on existing employees (Alsted and Haslund, 2019, Zhen and Mansor, 2020). Based on the report by Randstad Employer Brand Research on year 2017, in 2016, 37.36% of employees planned to leave the current job in the coming six months especially for generations Y (Steenackers and Guerry, 2016). This is a major problem across almost all the industries globally, as well as for Malaysia.

In Malaysia, for many of the human resource (HR) practitioners and management it is of importance to compete with other organizations to find solutions to keep the best talents and overcome this costly problem of constant employee turnover specifically within the Gen Y group. The costs wasted may come from training new employees and the actual costs caused by hiring the new employees such as uniform, nametags or any other cost related to employee turnover process (Hanaysha, 2016). Besides losing a good employee, extensive turnover bring forth monetary costs too as it created nuisance and unmanageable moment towards an organization (Ahmet, Sabir and Khosa et. al., 2016). Employee turnover if not managed, will bring problems to productivity as well (John and Ugoani, 2016). Employee turnover can become a major problem to the operation of the organization and will develop issues on the profit and expenses management of the organization too (Mendis, 2017). Moreover, inability of organization to lower down employee turnover will develop negative view to investors and stakeholders as if the organization is actually having unstable financial performance (Lee and Brookshire, 2017). Furthermore, if the employee turnover were not managed accordingly it will later cause profit drop as the highly skilled employees are leaving and leave only lower to medium skilled employees that may needed to undergo training before the level can match the previous employee (Vejsiu, 2019). It is important for the organization to understand that less rate on employee turnover will assist in maximizing profits as the talented employees are still doing the work properly (Lee and Brookshire, 2017).

II. Literature Review

According to Vejsiu (2019), there are several key influencing factors of employee turnover all around the world from researches on various industries. However, from the perspective of Gen Y, the influencing factors of employee turnover include salary received, flexibility of working hour as well as opportunity for promotion. These three (3) factors seem to resonate from many previous studies (Chanchan and Kittisuksathit, 2019; Omar and Ramdani, 2017; Walkowiak, 2018) although the research population and context differs. Hence, it is of relevance for the current study to review further these three (3) common constructs to gauge the relevance as independent variables for the current study.

Table 1.1 Reasons for leaving in Malaysia

Why are you planning to leave your job? (%)					
Malaysia	Average	Men	Women	25 − 44	45+
Salary & Benefits	49.91	49.09	50.66	53.64	41.04
Lack of career progression	35.73	37.05	34.52	38.07	30.71
Unappreciated	31.29	28.51	33.84	33.95	29.86
Poor workplace atmosphere	29.70	29.92	29.49	31.12	27.87
Inconvenient workplace location	17.11	15.52	18.56	16.97	17.09
Dissatisfied with daily tasks	16.01	15.90	16.11	16.97	13.65
Never had long term plans	11.67	13.69	9.82	10.52	12.90
Do not like immediate colleagues	6.76	7.14	6.41	7.56	4.08

Source: Lim and Parker (2020).

From table 1.1, based on Malaysia's perspective, salary and benefits, lack of career progression as well as unappreciated work seem to rank higher in terms of reasons for employee turnover (Lim and Parker, 2020). The information included too in terms of age, and clearly salary and benefits matter highly for those aged 25-44 as shown in table 1.1 above. However, lack of career progression that is reflective of a lack of opportunity of promotion (Walkowiak, 2018) ranks second and is relatively high for those aged 25-44 too as shown in the table 1.1 by Lim and Parker (2020). Previous literature (Chanchan and Kittisuksathit, 2019; Sharma and Chully, 2020; Setiyani, Sutawijaya and Nawangsari et. al., 2020) found that flexible working hour has a high influence on Gen Y employee turnover. However, in table 1.1, poor workplace atmosphere relating to a lack of flexible working hour seem to rank much lower whilst being unappreciated seem to rank higher across different age groups (Lim and Parker, 2020). There is an inconsistency in terms of the factors influencing employee turnover, especially those classified as Gen Y whereupon, in Asia and Malaysia, specifically, the age ranges is from 20-36 years of age (Lee, 2020).

Further review of literature found that salary is one of the main reason for Gen Y to choose either to stay or to leave an organization (Damaris et al., 2016; Hee and Rhung, 2019; Jefri and Daud, 2016; Pandey, 2019). In certain countries especially developed country with high cost of living the level of salary plays a big role in ensuring the employees to live comfortably and able to pay all the expenses that comes with the comfortable life (Duvnjak, 2018). Based on study done by the US Federal Reserve in 2019, it was estimated four out of ten Americans were not able to provide even USD400 for financial emergency and if there are any sudden need of expenses it will come from payday loan or usage of credit cards (Benartzi, 2020). Moreover, younger generation are seen as prone to look for higher paid salary as the younger generation are more prone to take financial risks such as investments and big loan thus having high salary will help to back up this habit (Pinzaru, Mihalcea, and Zbuchea, 2017).

In Malaysia, the younger generation (Gen Y) are investing on dangerous and risky financial investments such as having credit card and loans even though most of this young generation mostly only survive on minimal salary that might not even able to support during emergency moments (Sohaimi , Abdullah and Shuid, 2018). In 2019, the Malaysian government decided to raise the minimum salary from RM900 to RM 1000 for peninsular Malaysia and for East Malaysia region will receive RM 920 instead of RM 800 (Eng, Yap and Hamid, et. al., 2019) and during 2020 raised again to RM1200. Based on this situation and because of the hardships competitors are willing to offer higher salary based on the ability and expertise employees presented to the employer especially if it is a limited edition skills (Alekseeva, Azar, and Gine, et. al., 2020). Thus, it contributes to the Gen Y to consider employers whom able to provide high salary to ensure the ability to support the lifestyle (Miah, 2018). Moreover, Malaysian in a survey initiate by Asian Institute of Finance (AIF) indicated that the young generation are focusing way too much in taking up loan which include personal loan which is 38%, 47% on credit card debt but only 28% well educated with the financial knowledge (StudyMalaysia, 2018). The above showed that Malaysian Gen Y look towards the salary as a key extrinsic motivator to turnover and leave existing organization.

Annual Global Shapers Survey from World Economic Forum (WEF) had conduct a survey and from 30,000 participants within the range of age below than 30, from various countries 49.3% agree that salary is the most important criteria in considering a job (Clarke, 2017). This is align with Walkowiak (2018) findings that younger generation employees tended to view salary as more critical. This could be because the younger generation, specifically the Gen Y is starting out in the career, and thus, a reasonable or better salary is a strong lure. Therefore, need to include the construct of salary into the current study to investigate further the influence on Gen Y employee turnover in Sabah's lodging industry.

On the other hand, Gen Y working style preference is more into flexible working hour thus, will work with organizations that offer flexible working hour (Anitha and Aruna, 2016; Chamchan and Kittisuksathit, 2019; Martin and Otteman, 2016; Sharma and Chully, 2020; Setiyani, et. al, 2020; Yeap, Ting and Ooi, 2018). Besides, having flexibility of working hour helps to release pressure caused by limitless tasks and at the same

time encourages employees to work longer with the organisation that consider to provide flexibility in managing the tasks given based on the employee's timing (Abbas and Iqbal, 2020).

Flexible working hour allows employee to arrange the priority according to the working hour chosen (John, 2017). This lead to less stress as employees will be able to have time to spend time with family members and friends for the furtherance of better psychological well-being (Thomas, Liu and Umberson, 2017). It is important for employees to have a healthier and balanced lifestyle as it leads to more effective work performance (Leitão, Pereira and Gonçalves, 2019). Employees whom feel limited family connection with family members will develop unhappy hormone that leads to stress and other chronic mental and physical disease (Thomas et. al., 2017). Hence, having a balanced work via the provision of flexible working hour is of importance to all employees, not just to Gen Y. Thus, there is a need to review via statistical analyses whether for Gen Y, this is of equal importance since Lim and Parker (2020) ranked this as of lesser importance.

On the other hand, opportunity for promotion, viewed too as reflecting career progression, is important for Gen Y as it will provide great working experience and work as a reward for the Gen Y (Awee, Isa and Adrus, 2018; Omar and Ramdani, 2017; Lee, Hom and Eberly, et. al., 2018). For many Malaysians, the opportunity to improve one's position in an organization through promotion (Letchumanan, et. al., 2017) is of importance regardless of age or generation. Higher position in a company with great ability to pursue bigger responsibilities become the aim of most employees in Malaysian organization as it becomes the key of the start of success story in one career (Jamaluddin et. al., 2019). This is more critical for the Gen Y who re climbing the corporate ladder in pursuit of career progression (Awee et. al., 2018; Lee et. al., 2018; Walkowiak, 2018). Most employees whom had been working in an organization are seeing the possibilities for promotion as the thoughts of having the skills earn by long years of working in an organization if enough to received opportunity of promotion (Miah, 2018).

In another five years, Gen Y will be the largest population in the workforce with significant proficiencies in various level (Hassan, Jambulingam and Asam et. al., 2019). It is in the character of the Gen Y to have free spirit and Generation Y normally do not like to stay for long in an organization (Jindal and Nalluri, 2019). Opportunity for promotion is one of the indicator of career progression and increases personal growth, responsibility and social prestige of an employee (Haryono et. al., 2020). In Malaysia opportunity for promotion and improvement on the job offered will become one of a great extrinsic motivation for Gen Y to work better in the future (Hee and Rhung, 2019; Damaris et al., 2016) and reduce the employee turnover. Less chance to climb the position ladder in an organization results in employees leaving the organization to a better place with better option (Chukwu, 2019). Hence, giving the rising importance of the Gen Y in the work force of Malaysia, there is a need to review in the current study whether opportunity for promotion as part of the career progression of Gen Y will positively influence employee turnover.

Taken from Deloitte Millennial survey (2016), not more than 16% Gen Y employees will still stay with the current employees. Gen Y (known too as Millennials) average years for staying in an organization will not be more than two years thus organization must have contingency plan or approaches to deal with the tendency of leaving among Gen Y (Mohamed and Puteh, 2018). Gen Y tendency to resign are very high due to pressure, less desire on the position hold, or the job is not accommodating the lifestyle (Jindal and Nalluri, 2019). Lim and Parker (2020) in a recent study found too that voluntary employee turnover amongst millennials (Gen Y) are much higher than any other generations from Malaysia's context.

Consequently, with the increase number of generation Y coming to the industry it is crucial for the organization human resource department to develop approaches that will help to reduce employee turnover among this young generation of workforce (Hee and Rhung, 2019). Rahman et. al. (2021) emphasized the need for organizations to focus on the younger generation (Gen Y) especially in Malaysia as this problem is becoming extremely serious. This is to avoid the investments done for new employees to go to waste and impacting the overall operation of an organization (Phungsoonthorn and Charoensukmongkol, 2018).

Countless studies had been done on employee turnover in various field and industries and it includes Iqbal, Guohao and Akhtar, 2017; Gunaprasida and Wibowo, 2019; Lee, Hom and Eberly, et. al., 2018; Mamun and Hasan, 2017; Pungsoonthorn and Chareoenskmongkol, 2018; Rondeau and Wagar, 2016. Even though these researches are focusing on employee turnover, most of it are not focusing on employee turnover in lodging industry. Therefore, this study will narrow the academic gap and develop manager's understanding on the approaches and methods that is applicable to organizations in order to reduce the number of employee turnover among Gen Y, specifically in the lodging industry of Sabah. Moreover, through the literature reviewed the influencing factors of employee turnover discussed in this study includes salary, flexibility of working hour and opportunity for promotion.

III. Material And Methods

This study focused on employees of Sabah lodging industry from February 2021 to March 2021. The questionnaire survey sent to 400 targeted respondents working in the lodging industry of Sabah.

Study Design: Cross sectional study
Study Location: This study focused on the lodging industry in Sabah.
Study Duration: February 2021 to March 2021.
Sample size: 400 participants.
Sample size calculation: In this research, the sample size determination followed the guidelines developed by Krejcie and Morgan (1970). The guideline is a common method for determing sample size when total population is larger where the minimum sample size for more than 100,000 population is 384 respondents (Sekaran and Bougie, 2019).
Subjects & selection method: Selection method of this study is through snowball convenience sampling due to the pandemic. Respondents from Sabah lodging industry given the questionnaire to answer voluntarily and requested to then forward to other colleagues working in the industry.
Inclusion criteria:
1.   Both female and male
2.   Gen Y working in Sabah lodging industry
3.   Gen Y in Asian context as of year 2021 age between 20-36 years old (Lee, 2020).
Exclusion criteria:
1.   Lodging industry employees in Sabah whom is beyond the age of Gen Y

Procedure methodology
      In this study, the questionnaire used will consist of three parts that include demographic profile, voluntary turnover as the dependent variables and lastly is independent variables including salary, flexibility of working hour and opportunity for promotion. In this study, the questionnaire is self-administered questionnaire is used, and it consists of three parts. As for the first part which is section A, it will emphasize on the demographic details of the respondents, in the other hand section B will be focusing on questions based on voluntary turnover (dependent variable) and lastly the section C will emphasize on different dimensions of factors involved (independent variables). It will be measured using the five-point Likert scales (from strongly disagree =1 to strongly agree =5).
      In the first section, it emphasizes on answering questions regarding the respondent details such as age, gender, tenure, and position. Disclosure of respondent's name not part of the items, and the question types is a simple multiple-choice set of Likert scale questions to ease the process of answering. Meanwhile in section B, it emphasis is to measure the voluntary turnover (dependent variable) in the Sabah lodging industry and consists of four (4) statements used to identify voluntary turnover in the lodging industry in Sabah. Meanwhile, in the next section (C), the research assess the independent variables by providing the respective items to measure the three (3) dimensions of factors influencing voluntary turnover (dependent variable). As stated earlier, the questionnaire items were from previous studies and were adopted or adapted accordingly.
      Next, pilot test will be conducted to find vulnerable points in research design and instrument measurement before the final questionnaire were distribute to the real respondents (Cooper and Schindler, 2018). Moreover, pilot test is essential to ensure the questionnaire lead to proper data gathered and to give clear understandings on answering the questionnaire (Aslam, Gajdacs, Zin et. al, 2020). The perfect number for determining sample size for pilot study is 10-20% taken from the real sample size of the study (Sekaran and Bougie, 2019). As for this study, the exact sample size is 384 where according to the pilot study principle only 10% of questionnaire will be distribute which to be exact 39 sets.
      Factor analysis usually used to ensure the accuracy of sampling and as a justification measure for appropriateness of each factor for further analysis (Aslam et. al., 2020). Factor analysis carried out in both Pilot and Preliminary test and the purpose is to test the accuracy of the sampling and determine whether there is a possibility of number of variables reduction (Cooper and Schindler, 2018). In this study, for the pilot test analysis 40 sets of questionnaires distributed to respective respondents. Kaiser-Meyer-Olkin (KMO) and Barlett's test of Sphericity conducted for the factor analysis, including the Kaiser-Meyer-Olkin (KMO) test for determining the adequacy of sample and the acceptance of the respective constructs (Sekaran and Bougie, 2019).
      Reliability is important in a research as it gives consistency and stability on the measurement of a research result (Taherdoost, 2016). Reliability test using the internal consistency method is important as any negligence will result in error and influence the validity of the research (Cooper and Schindler, 2018). Statistically confirm the reliability of questionnaire carried out through SPSS. The results of the reliability test with Cronbach Alpha output showed that the pilot data meets the statistical requirements and thus, can proceed for subsequent data collection.
      The pilot tests results from detailed factor analysis and reliability test showed the appropriateness and relevancy of data and thus, subsequent full data collection can proceed. Subsequent data collected will still undergo preliminary tests to re-affirm the statistical viability before proceeding for hypotheses testing (Aslam et.

al, 2020). In hypotheses testing, the researchers conducted multiple regression analysis, regression ANOVA, multicollinearity and Beta coefficient tests to arrive at the respective results and findings.

Statistical analysis

The statistical data collected used SPSS statistical software version 26.0 to evaluate the hypotheses testing. Tests conducted to confirm the validity of the constructs of the study using different statistical measurements and analyses. Factor analysis was done to restructure the items in questionnaire thus KMO and Bartlett's Test of Sphericity were conducted (Kim, Park, Choi et. al, 2018). Another test that will be included in factor analysis is communalities or factor loadings test. In social science studies, factor loadings value between 0.6 - 0.7 are acceptable (Lukman, Khan and Latif et. al., 2019). In order for Kaiser-Meyer-Olkin (KMO) value to be accepted it has to be greater than 0.6 (Sawari, Ghazali and Jumahat, 2020). The acceptable value for KMO is ranging between 0.6- 1.0 (Rani et. al., 2017). Meanwhile, as for Bartlett's test of Sphericity the p value lesser than 0.05 is acceptable (Santos, Gorgulho and Castro, 2019). Multiple regression analysis used to identify which variables are showing significant influence and the extent of influence towards each other. R-square and adjusted R-square considered in the statistical analysis to ascertain model fit to ensure it is more than 0.5 which is 50 % of good variation in the model (Chienwattanasook and Jermsittiparsert, 2019). Besides, in the regression ANOVA table, p-value indicated as 0.000 (p<0.05) which is a significant value for ANOVA. Moreover, Beta coefficient was also used to ascertain the information regarding the degree an independent variables influence towards the dependent variable when other independent variable is steady (Ziglari, 2017). In determination of significant value of Beta coefficient, the t - test statistic must be greater than 1 and p value is lower than 0.05 (Matthew, Joseph and Rozario, 2018). To accept the statistical output and level of significance, it is of importance that all the output need to meet the respective rule of thumb.

IV. Result

The current research distributed 400 questionnaire via online medium using Google Forms to the employees of lodging industry in Sabah. However, only managed to receive 289 responses from the respondents. From the 289 surveys received, unfortunately, only 284 responses are suitable to proceed to the next step due to 5 responses were spoiled and cannot be process as there were skewness and missing responses. The response is at 71%. This rate is acceptable because it is common that the number of sample sizes targeted might not fit exactly towards the responds from the expected participants, thus more than 50% of sample size is acceptable (Taherdoost, 2017) especially for social science related studies seeking respondents perception.

Table no 1: Multiple Linear Regression analysis is a statistical tool used to create an equation to calculate the relationship between independent variables and dependent variable (Cooper and Schindler, 2018). In this study, multiple linear regression carried out to examine the relationship between the factors (salary, flexibility of working hour and opportunity for promotion) and employee turnover. Saunders et. al. (2019) stated that the coefficient range is from +1 to -1 and the sign of '+' and '-' represented the direction of the association, whereas the number represents the power of the relationship, in which when the number of coefficient is higher, the association is stronger. In multiple linear regression the rule of thumb for a T- test to be identify as significance, the p- value must indicates value 0.05 or lower (Elbay, Kurtulmu and Arpacıoğlu, 2020). The table below indicate the significance value of the items in the data.

In any regression model, both R-square and adjusted R-square are used to measure accuracy of the regression model and adjusted R square are more reliable to determine the model fit as it is easily adjusted according to the number of independent variables in the regression equation which will not allow over parameterization of the model (Plonsky and Ghanbar, 2018). In multiple linear regression adjusted R square will become the focus as R-square is mostly analyse when using simple linear regression (Mathews, 2018). R square and adjusted R square is considered having good model fit it is more than 0.5 that is 50 % of variation in the model (Chienwattanasook and Jermsittiparsert, 2019).

Table no 1 : Multiple Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728a	.530	.525	2.94212

In multiple regression analysis, the R-square value will assist to observe the amount of the total variation in the independent variables towards the dependent variable (Wahab and Khong, 2019). In this study, the R-square value will observe the amount of the total variation in the independent variables (Salary, Flexibility of Working Hour and Opportunity for Promotion) able to illustrate the dependent variable (Employee turnover among Gen Y in Sabah Lodging industry). As indicate in Table 6, R-square is 53% of the variation of

independent variables (Salary, Flexibility of Working Hour and Opportunity for Promotion) does influence the dependent variable (Employee turnover among Gen Y in Sabah Lodging industry).

Table no 2: Meanwhile, as indicate in Table no 1, the regression ANOVA table is indicating the F statistics value is significant. Thus, due to the F-test is showing a significant result, it is assume that the model is a good fit for the research (Nugraha, Puspitasari and Amalia, 2020).

Besides, in the regression ANOVA table, p-value indicated as 0.000 (p<0.05) which is a significant value for regression ANOVA.

Table no 2 : Multiple Regression ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
			ANOVA[a]			
1	Regression	2734.431	3	911.477	105.299	.000[b]
	Residual	2423.693	280	8.656		
	Total	5158.123	283			

Therefore, as indicate in Table no 1 and no 2, the four predictors in the multiple regression model turn out to have significant result which were summarize as R-squared is 0.530, adjusted R-square 0.525, F (3, 280) = 105.299 and p-value of 0.000 (p<0.05).

Thus, through the findings indicate in Table no 1 and no 2, it is assumed that the model of the study has indicate a significantly great relationship between employee turnover and the three implemented independent variables.

Table no 3 presents the independent variables values of beta, t values and the significant values. In determination of significant value of Beta coefficient, the t - test statistic must be greater than 1 and p value is lower than 0.05 (Matthew, Joseph and Rozario, 2018). Therefore, as indicated in the Table no 3 the independent variables S (β=0.438, t = 7.250, p = 0.000), F (β=0.123, t = 2.160, p = 0.032) and OP (β=0.254, t = 4.258, p =0.000), are statistically significant at 1 percent significance level. Therefore, the independent variables does indicate significant positive effect on ET. Thus, the hypotheses are all accepted. Beta coefficients indicates in the Table no 8 indicates the strength of contributions of each variable to the model. A high beta coefficient value, explains great influence of the independent variable on the dependent variable.

According to the Beta coefficient of the regression model, statistically, the Salary (0.438) is the strongest factor influencing employee turnover, followed by Opportunity for Promotion (0.254) and lastly Flexibility of Working Hour (0.123). This means then that when higher offer for Salary, employee turnover will increase substantially. Whereas for opportunity for promotion as well as flexibility of working hour, when employees see opportunity for promotion offered by other organizations, the employees will definitely turnover. The same for flexibility of working hour where Gen Y employees in Sabah lodging industry perceived that when other organizations offer flexibility in work hours, the employee will turnover.

Indicated as well in Table no 8, the independent variables are indicated as having Variance Inflation Factor (VIF) values for all three independent variables not more than three (3), thus explains all three influencing factors are only moderately correlated towards each other therefore decrease the chance to result in multicollinearity (Shrestha, 2020). In detail, the Variance Inflation Factor (VIF) in the table indicated that Salary (2.172), Flexibility of Working Hour (1.917) and Opportunity for Promotion (2.114). Even though, Salary indicates the highest Variance Inflation Factor (VIF) but it is still in lower than three (3). Moreover, other than evaluating the Variance Inflation Factor (VIF) another method to determine multicollinearity is by evaluating the tolerance value of independent variables (Daoud 2017). Multicollinearity is detected in a model if the tolerance value is lesser than 0.10 (Tirink, et. al., 2020; Sahin et al., 2018). Indicated in Table 4.20, the tolerance value are all more than 0.1, where Salary (0.460), Flexibility of Working Hour (0.522) and Opportunity for Promotion (0.473). Therefore, based on the result of Variance Inflation Factor (VIF) and tolerance value the model, it explains that multicollinearity is not an issue for this model.

Table no 3: Beta Coefficient and Multicollinearity of Independent Variables

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
				Coefficients[a]				
1	(Constant)	2.958	.578		5.119	.000		
	Salary	.412	.057	.438	7.250	.000	.460	2.172
	Flexibility	.119	.055	.123	2.160	.032	.522	1.917
	Promotion	.237	.056	.254	4.258	.000	.473	2.114

Table no 4: According to the hypotheses results, the statistical significance for the independent variables in this study such as Salary, Flexibility of Working Hour and Opportunity for Promotion met the acceptable criteria of p<0.05. The Independent Variable (Salary, Flexibility of Working Hour and Opportunity for Promotion) indicated as having positive relationship towards the Dependent Variable (Employee turnover in Sabah lodging industry).

Table no 4: Hypothesis testing result

Hypothesis	Accepted/ Rejected
H1: Salary has a significant influence on employee turnover among Gen Y in Sabah Lodging Industry.	Accepted
H2: Flexibility of working hours has a significant influence on employee turnover among Gen Y in Sabah Lodging Industry.	Accepted
H3: Opportunity for promotion has a significant influence on employee turnover among Gen Y in Sabah Lodging Industry.	Accepted

Hypothesis 1: Salary has a significant influence on employee turnover among Gen Y in Sabah Lodging Industry. According to the findings, the beta coefficient value for salary is 0.483 and the P value is 0.000. It indicated a positive significant relationship between salary and employee turnover among Gen Y in Sabah lodging industry. The positive relationship explains that when employees are entice with better salary from other organizations, employee turnover will be high too. Thus, hypothesis 1 is accepted.

Hypothesis 2: Flexibility of working hours has a significant influence on employee turnover among Gen Y in Sabah Lodging Industry.

According to the findings, the beta coefficient value for flexibility of working hour is 0.123 and the p-value is 0.032 which is p<0.05. It indicated a positive significant relationship between flexibility of working hours and employee turnover among Gen Y in Sabah lodging industry. Gen Y loves flexibility of time as it brings better opportunity to be productive, therefore when the Gen Y in the lodging industry of Sabah sees an offer that allows for flexibility of working hour, the employee turnover is likely to increase too. Thus, hypothesis 2 is accepted.

Hypothesis 3: Opportunity for promotion has a significant influence on employee turnover among Gen Y in Sabah Lodging Industry.

According to the findings, the beta coefficient value for opportunity for promotion is 0.254 and the p-value is 0.000. It indicated a positive significant relationship between opportunity for promotion and employee turnover among Gen Y in Sabah lodging industry. The positive relationship on opportunity for promotion could due to Gen Y seeing there is importance on having opportunity to improve the current work position in an organization and thus, will have turnover to move to another organization to garner a better position. Thus, hypothesis 3 is accepted.

V. Discussion

From the results and findings, it is clear that when the Gen Y has a new offer for a higher or better salary, the Gen Y within Sabah's lodging industry will definitely have employee turnover. This is of importance as a better salary can often entice employees to turnover whereupon if the organization can meet the higher demand for salary this can help reduce the employee turnover (Hee and Rhung, 2019). Thus, hypothesis 1 is accepted.

Further alignment showed that salary is a great reward to encourage employee to work better in an organisation (Nukic, 2017). Besides, it is also evidence from Herzberg's motivation theory that agree fundamentally that great salary offered and attractive reward system is one way to keep employees and at the same time reduce employee turnover (Iqbal, Guohao, and Akhtar, 2017). This shows that if the organization cannot match the attractive salary offered by other organizations, then employee turnover is definitely increasing too as shown in the current study. This is align with the previous studies (Broecke, et. al., 2017; Holston-Okae and Mushi, 2018 and Šnýdrová, Vnoučková, and Šnýdrová, 2019) that employees often make salary as a strong criteria in selecting employer to work with. According to Sarawak Employment Report (2020), the average salary expectation of a Sarawakian (East Malaysia) with a degree holder is RM2,205, compared to Peninsular Malaysian (West Malaysia) with higher salary expectation at RM2,618. Sabah is part of East Malaysia and thus, the expectation is deem similar with Sarawak.

Singh (2019) stated that employees will always prefer to receive more salary from the company to ease the financial burden and thus, employees will leave an organization for another for that reason. This is because salary is of importance, more so for the Gen Y, due to the high living cost that lead to high and extra expenses such as travel and leisure and future investment such as property expenses (Pînzaru, Mihalcea and Zbuchea, 2017). Fernandez and Kim (2017) affirm too that salary is main key source to determine an individual's quality

of life and thus, any organisation that offer higher salary will attract employees to turnover, especially if the existing organization decided to ignore the importance of salary in reducing employee turnover (Chiekezie et. al., 2017).

In certain countries especially developed country with high cost of living the level of salary plays a big role in ensuring the employees to live comfortably and able to pay all the expenses that comes with the comfortable life (Duvnjak, 2018). Based on study done by the Federal Reserve in 2019, it was estimated four from ten 10 Americans were not able to provide $400 for financial emergency and if there are any sudden need of expenses it will come from payday loan or usage of credit cards (Benartzi, 2020). Moreover, younger generation (Gen Y specifically) are seen as prone to look for higher paid salary as the younger generation are apt to spend more even though the income is a lot lesser than expenses, thus having high salary will help to back up this habit (Pînzaru et. al., 2017).

In Malaysia, the importance of salary had caused the younger generation (Gen Y) to invest in part-time work to double the income (Eng et. al., 2019). Increase in life expenses as investments, credit cards, emergency funds, property and future children had caused younger generation (Gen Y) to look forwards employers whom willing to offer salary that fit to the requirement (Mastar, et. al., 2016; Miah, 2018). Moreover, employees are looking for employers whom welcome salary negotiation and willing to consider to ensure the amount of salary receive is parallel with the amount of tasks given and time taken in completing the tasks to create a win- win situation in the work place (Letchumanan et. al., 2017). All the above provided the support for the current study that the younger generation (Gen Y) is likely to have high employee turnover when the salary offered by other organization is sufficiently attractive to encourage turnover from existing organization.

Thus, it is important for organisations of Sabah lodging industry to consider communicating the structure of salary clearly with employees as well as being flexible with the amount of salary offered to the employees in order for employees to have clearer view on the salary structure (Ameen and Hameed, 2017). This is relevant as this independent variable is the strongest variable that shows significance influence towards employee turnover in Sabah lodging industry. Hence, for the loading industry in Sabah wants to retain the Gen Ys, the salary must be adequate and sufficient to ensure that other organizations will not entice the existing Gen Y to turnover.

The results and findings for flexibility for working hour showed the beta coefficient value to be 0.123 and the p-value is 0.032 which is $p<0.05$. It indicated a positive significant relationship between flexibility of working hour and employee turnover among Gen Y in Sabah lodging industry. Gen Y enjoys flexibility of work hours and will immediately execute employee turnover when this is lacking in the existing organization (Aziza, Adnan and Afthanorhan et. al., 2019). Thus, hypothesis 2 is accepted.

In this modern life flexibility working hour is important as work life balance become an important part to most employees as it maintain happiness and at the same time did not sacrifice ones working performance (Mohanty and Jena, 2016; John, 2019). Flexibility of working hour provided by the organization is a way to promote better work environment in order to create a healthy and balance work-life therefore will lead employees to stay longer in the organization (Gunaprasida and Wibowo, 2019). By doing so, employee considers that the employer is taking extra effort in ensuring employee's well-being in order to ensure employees are able to re-arrange the working time according to employees suitability (Chung and Lippe, 2018). Employees provided with flexibility of working hour tend to display loyalty and reduce the employee turnover (Letchumanan et. al., 2017) whilst the opposite is true where employee turnover becomes high if organization did not provide such flexibility. Unfortunately in Malaysia, there are still lack of implementation of flexibility of working hour thus caused an increase in employee turnover especially in career mothers as the burden to juggle between family and work is tremendous thus led to resignation (Awang and Nordin, 2019). In today's fast paced work environment, most employees are confronted with the question of time management and with many working at one or more jobs, battling long journeys, managing a family and coping with ageing parents, the days seem extend until late at night (Limbachiya and Gupta, 2020). Therefore, many employees, especially the Gen Ys, prefer to work for organizations that allow for flexibility of working hour. Kotey and Sharma (2019) agree the flexibility that comes with work-life balance will improve the productivity of employees and mitigate the loss of key talents and thus, reduce employee turnover.

Failure to create flexibility of working hour may cost organizations to lose high performing employees especially mothers due to withdrawal and moving to other organizations that might provide better option for flexibility of working hour (Awang and Nordin, 2019; Golden and Kim, 2017). Kumara and Fasana (2018) agree that one of the factors that could lead to a high employee turnover are high levels of stress, which is a result of an imbalance between personal and professional life. Thereby affirming the results and findings from the current study that when an organization is unable to provide flexibility of working hour to achieve work-life balance, employee turnover is high.

Therefore, due to the appreciation of work-life balance it is important to ensure employees are happy while working, have less stress and at the same time improve the working condition of the employees without

compromising the personal life of employees via the provision of flexibility in working hour (Golden and Kim, 2017; Omar, et. al., 2017; Rosli et. al., 2019). Therefore, promoting flexibility of working hour is a viable option to enhance the quality of work-life balance (Omar et. al., 2017).

Therefore, it is important for organisations of Sabah lodging industry to consider implementing the flexibility of working hour in order to reduce the number of employee turnover as this independent variable is one of the variable that shows significance influence towards employee turnover in Sabah lodging industry.

Adding to it, according to the findings as well it showed that the beta coefficient value for opportunity for promotion is 0.254 and the p-value is 0.000. It indicated a positive significant relationship between opportunity for promotion and employee turnover among Gen Y in Sabah lodging industry. The positive relationship on opportunity for promotion could due to Gen Y seeing there is importance on having opportunity to improve their position in an organization to ensure there will be good duration of working in an organization (Omar and Ramdhani, 2017). Thus, hypothesis 3 is accepted.

In this study opportunity for promotion is the independent variable that score second highest significant influence towards employee turnover. Opportunity for promotion is important in ensuring employees to stay longer in an organization as it seen as a way to improve employee's self-esteem and as an appreciation token for the employee's effort when working in an organisation (Janjhua, et. al., 2016). Moreover, enhancement of career through promotion becomes the crucial point for employees as it become a main point that define success (Lee, Wu and Yang, 2019). Moreover, employees believe receiving opportunity for promotion provide challenges uplift employees motivation as it will create chances for more promotion opportunities in the future (Dean and East, 2019). Furthermore, opportunity for promotion usually comes with development to prepare the employee for the next level of responsibility and this gives employees the satisfaction and fulfillment towards the task given (Lee et. al., 2019). According to Collins et al (2019), grooming existing employee by providing better career advancement helps organization meet the company's vision and mission whilst simultaneously assisting in stemming the possibility of employee turnover. As per the current research, when there is an opportunity for promotion offered by other organizations, employee turnover will increase exponentially. The current research beta coefficient found that this factor has the second highest influencing power on employee turnover. Thus, of importance for Sabah lodging industry to take this factor into consideration in its people management strategies.

Opportunity for promotion in Malaysia is also an important part in reducing employee turnover in Malaysia. This is important as younger generation are constantly looking for opportunity for promotion before deciding to become parts of the organization (Pandey, 2019). Moreover, younger generation (Gen Y) employees in Malaysia tended to have an extensive list of certificates in the hope of getting better opportunity for promotion in the future (Jamaluddin et. al., 2019). However, employees whom are already working with an organization for a long time are also looking forward for possibilities for career advancement or promotion as the thoughts of having the skills earned from long years of working in an organization will secure promotion (Subramaniam, Khadri and Maniam and et. al, 2016). Unfortunately, in Malaysia, this is not often the case as many organizations still focus on long service as criteria for promotion instead of performance (Collins et. al., 2019) and this caused the young generation (Gen Y) to feel frustrated and thus, will leave the organization, thereby causing extensive employee turnover.

Therefore, it is important for organisations of Sabah lodging industry to consider another option to reduce the employee turnover in the industry by considering the development of a proper plan for promotion for all employees of the organization based on performance regardless of age or tenure. This is relevant as this independent variable is the second variable that shows significance influence towards employee turnover in Sabah lodging industry.

VI. Conclusion

Key employee turnover factors were included in the research and focused on salary, flexibility of working hour and opportunity for promotion. The result of findings for all three influencing factors portrayed positive relationship towards the dependent variable of employee turnover. The findings from statistical analyses clearly explains that salary, flexibility of working hour and opportunity for promotion are responsible for causing employee turnover among Gen Y in Sabah lodging industry. Hence, it is of relevance and importance for those in the Sabah lodging industry to consider these three factors in order to reduce the possibility of employee turnover. Therefore, it is important in the future that more researches and approaches can be develop based on the findings obtain from this research in order to assist the lodging industry to reduce the turnover of Gen Y working in the organization for a longer period of time thereby enabling the organizations to save costs, improve performance and achieve sustainability.

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