

**ETHICAL LEADERSHIP, LEADERSHIP EFFECTIVENESS, AND
MICROMANAGEMENT INFLUENCED EMPLOYEE TURNOVER INTENTION:
THE MEDIATING ROLE OF JOB INSECURITIES**

By

NOOR JAZMALIYANA BINTI JALUDDIN

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

**Project Paper Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Business Administration
University Tun Abdul Razak**

JUNE 2023

DECLARATION

I therefore guarantee the contrary, with the exception of properly cited references as well as citations, this study is entirely my own original piece of writing. I further affirm that it hasn't been submitted to another qualification at Universiti Tun Abdul Razak (UNIRAZAK) nor of other any institution in past times or concurrently.



Signature :

A handwritten signature in black ink, appearing to be 'Noor Jazmaliyana Binti Jaluddin', is written over the signature line.

Name : Noor Jazmaliyana Binti Jaluddin

Date : 30th May 2023

ACKNOWLEDGEMENT

At the very beginning, I would like to use this moment of expressing how appreciative I am towards my supervisor, Assoc. Prof. Dr. Mohd Yaziz Mohd Isa, who provided me with outstanding, ongoing supervision, assistance, and compassion whilst I completed this research project.

Additionally, I am eternally grateful for all teachers and instructors who have helped me during my studies in this MBA program. I genuinely enjoy the time I spend learning as I progress through this program.

I would really like to personally embrace and acknowledge everyone in my family for continuously supporting me as well as inspiring me during the aforementioned MBA program's length of time. This really gave me the more inspiration and strength which I needed to wrap up my study.

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

TABLE OF CONTENT

	Page
DECLARATION	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENT	iv - vi
LIST OF ABBREVIATIONS	vii
LIST OF FIGURES	viii
LIST OF TABLES	ix - x
ABSTRACT	xi
CHAPTER 1: INTRODUCTION	
1.1 Background of the Study	1
1.2 Problem Statement	4
1.3 Research Questions	7
1.4 Research Objectives	7
1.5 Significance of the Study	8
1.6 Practical Contribution	8
1.7 The Organization of the Study	9
1.8 Conclusions	10
CHAPTER 2: LITERATURE REVIEW	
2.1 Introduction	11
2.2 Theoretical Foundation	
2.2.1 Employee Turnover Intention	11
2.2.2 Ethical Leadership	14
2.2.3 Leadership Effectiveness	16
2.2.4 Micromanagement	18
2.2.5 Job Insecurity	21
2.3 The Empirical Research	23
2.4 Conceptual Framework and Hypothesis Development	24
2.5 Conclusion	25

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction	26
3.2 Research Design	26
3.3 Study Population and Sampling Procedures	28
3.4 Data Collection Method	28
3.5 Operationalization and Measurement	
3.5.1 Independent Variables	30
3.5.2 Mediating Variable	31
3.5.3 Dependent Variable	31
3.7 Data Analysis	32
3.8 Conclusion	33

CHAPTER 4: DATA ANALYSIS

4.1 Introduction	34
4.2 Demographic Background	36
4.3 Descriptive Analysis	39
4.3.1 Ethical Leadership	39
4.3.2 Leadership Effectiveness	43
4.3.3 Micromanagement	46
4.3.4 Job Insecurity	49
4.3.5 Employee Turnover Intention	52
4.4 Pearson Correlation Analysis	56
4.4.1 EL and JI	57
4.4.2 LE and JI	59
4.4.3 Micromanagement and JI	61
4.4.4 ETI and JI	62
4.5 Independent Sample T-Test	64
4.6 One Way ANOVA	67
4.6.1 Year Born with 5 Variables	68
4.6.2 Race with 5 Variables	71
4.6.3 Education with 5 Variables	74

4.7 Conclusion	77
CHAPTER 5: CONCLUSION	
5.1 Introduction	78
5.2 Conclusion by chosen analysis	78
5.2.1 Finding H1 – EL and JI	79
5.2.2 Finding H2 – LE and JI	79
5.2.3 Finding H3 – Micromanagement and JI	80
5.2.4 Finding H4 – ETI and JI	80
5.3 Limitation of the Study	81
5.4 Future Research	81
BIBLIOGRAPHY	82
APPENDICES	
Appendix 1: Google Form Questionnaires	94
Appendix 2: Approval Page	109

LIST OF ABBREVIATIONS

ETI	=	Employee Turnover Intention
JI	=	Job Insecurity
EL	=	Ethical Leadership
LE	=	Leadership Effectiveness



LIST OF FIGURES

FIGURE	DESCRIPTIONS	PAGE
1	Conceptual Framework	24
2	Ethical Leadership's Histogram with Normal Curve	43
3	Leadership Effectiveness's Histogram with Normal Curve	46
4	Micromanagement's Histogram with Normal Curve	48
5	Job Insecurity's Histogram with Normal Curve	52
6	Employee Turnover Intention's Histogram with Normal Curve	56
7	Simple Scatter of Correlation between EL and JI	59
8	Simple Scatter of Correlation between LE and JI	60
9	Simple Scatter of Correlation between Micromanagement and JI	62
10	Simple Scatter of Correlation between ETI and JI	63

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

LIST OF TABLES

FIGURE	DESCRIPTIONS	PAGE
1	Measurement of Independent Variables	30
2	Measurement of Mediating Variables	31
3	Measurement of Dependent Variables	31
4	Point of Likert Scale in Survey	32
4.1	Demographic Statistic	34
4.2	Demographic Frequency for Gender	35
4.3	Demographic Frequency for Born Year	36
4.4	Demographic Frequency for Race	36
4.5	Demographic Frequency for Marital Status	36
4.6	Demographic Frequency for Educational Qualification	37
4.7	Demographic Information	38
4.8	Descriptive Statistic	39
4.9	Descriptive Analysis of Ethical Leadership	42
4.10	Descriptive Analysis of Leadership Effectiveness	45
4.11	Descriptive Analysis of Micromanagement	48
4.12	Descriptive Analysis of Job Insecurity	51
4.13	Descriptive Analysis of Employee Turnover Intention	55
4.14	Pearson Correlation Analysis between 5 Variables	57
4.15	Pearson Correlation Analysis between EL & JI	58
4.16	Pearson Correlation Analysis between LE & JI	60
4.17	Pearson Correlation Analysis between Micromanagement & JI	61
4.18	Pearson Correlation Analysis between ETI & JI	63
4.19	Independent Sample Test between 5 Variables	65
4.20	Independent Sample T-Test between Gender with 5 Variables	67

4.21	One Way ANOVA between Year Born with 5 Variables	70
4.22	One Way ANOVA between Race with 5 Variables	73
4.23	One Way ANOVA between Education with 5 Variables	76


UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

Abstract of the project submitted to the Senate of Universiti Tun Abdul Razak in partial fulfillment of the requirement for the Master of Business Administration

**ETHICAL LEADERSHIP, LEADERSHIP EFFECTIVENESS, AND
MICROMANAGEMENT INFLUENCED EMPLOYEE TURNOVER INTENTION:
THE MEDIATING ROLE OF JOB INSECURITIES**

By

Noor Jazmaliyana Binti Jaluddin

June 2023

ABSTRACT

The Covid-19 pandemic has created uncertainty and job insecurities for many employees, leading to an increased turnover intention in many organizations. Micromanage, ethical, and effectiveness leadership could play a significant role in employee turnover intention, which having different effects. This study is investigating the factors such ethical leadership, leadership effectiveness, micromanagement which influenced the employee turnover intention by the mediating of the job insecurities in post Covid-19. Through the measurement of questionnaires is underline which the framework of the data collection with the 207 respondents by the employees from construction industry in Malaysia. The technique on analysis is by Statistical Package of Social Sciences (SPSS) were determined to analyze the data. The research result shows that only one hypothesis (employee turnover intention and the mediating of the job insecurity) is accepted and synchronized with the hypothesis that has been built, while other hypotheses are rejected. In order to provide a thorough analysis as well as evidence for what was discovered, a method known as quantitative approach was implemented in this study.

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Individuals might well participate in a variety of activities, appears to work, as well as organizations to support their living. However, the durations of that individuals spent on all these activities are indeterminable for a variety of reasons. Individuals will change or quit their positions and their organizations in order to be more satisfied. The intention of leaving one's occupation or organization is required which is known as turnover intention. Turnover intention among employees relates with an employee's possibility of leaving the current occupation's he or she is performing (Ngamkroeckjoti, Ounprechavanit, Kijboonchoo, 2012). Each organization, regardless of its location, length, or nature of the organization, has indeed placed a premium on the intention of its own employees to leave (Long, Thean, Ismail, and Jusoh, 2012). According with Kumar (2011), turnover is a crucial of human resource problem that impacts productivity of performance, quality of products and services, and revenue growth throughout all industries of the economy.

Furthermore, components of the turnover such turnover voluntary of employees takes place when staff quit entirely on their own, whilst involuntary turnover happens when employers fire or lay off staff (Selden and Moynihan, 2000; Hauskenecht and Trevor, 2011; Shaw et al. 1998). Like a consequence, the primary distinction between the two kinds of turnover is just who started the process. Researchers have emphasized the significance of differentiating between voluntary and involuntary turnover. Since all kinds of turnover which voluntary and involuntary are randomly distributed, utilizing absolute turnover metrics could be relevant (Abelson and Baysinger 1984), that is a unique situation in practice. Matter of fact, voluntary and involuntary turnover arise because of various etiologies (Shaw et al. 1998, 520) as well as the expenditures which turnover imposes on organizations vary (Bluedorn, 1978).

Some components, for example in the during Covid-19 pandemic, the death or incapability of a staff member, seem to be largely far above management's control. Some factors such having similar as most in previously, involuntary turnover which was defined as the obligation to look after children or elderly parents. Presently, such features ought not to be considered involuntary turnover because both government policies and policies of the company allow such employees to return to employment or work at a more flexible basis (Simon, 2007).

Therefore, it's difficult to predict with certainty which organizations will shut their doors due to job insecurities as a result of the Covid-19 landscape, as there are many variables at play, such as managerial styles and qualities, government policies, economic conditions, and the specific industry the organization operates in. If there have poor of this kind styles of leadership contributes to high intention of employee turnover, yet, the expenses of recruiting and training would become prohibitively expensive, threatening a company's ability to maintain operations. Workers and even a company's entire operational processes can endure the consequences of inadequate supervision and management. There are incompetent managerial, and they might on struggling to relate the employees and preserve them enthusiastic. Furthermore, leadership even the quality may be helpless of balancing the budget, generates or increasing revenues, or endure the consequences of inadequate supervision and management carrying out other necessary tasks. On other hand, while the Covid-19 pandemic is still ongoing, workers complaint regarding working in the organization's teams, look into the claims so that its organization does not suffer grievously as a result of poor structure and leadership.

With the lack of leadership's approaches, it could result in decreased morale in organization. Employees who constantly whine of one another, finished tasks with minimum efforts, or are unable to finish task assignments by the deadline or entirely may indeed be struggling with a lack of encouragement as a result of a manager who fails to associate towards the staff. Employees could

notice inequality treatment from some workmates, resulting in favoritism, or they might lack the needed leadership to retain them on mission. Furthermore, a poor supervisor or leaders may ignore the demands of employees, such like permitting a balance between their professional and personal life or training provided which is lead to the job insecurities, unsatisfaction, or worst turnover intentions.

However, it is true that the Covid-19 pandemic has had a significant impact on the global economy and many businesses since most organizations have had to make tough decisions in order to survive since the business's revenues may suffer if leaders did not actually clearly explain the business's situations and its performance. Some businesses have already closed down permanently, while others have had to downsize or furlough employees.

On the other hand, the organization's waste valuable resources whenever employees tend to leave as well as the hiring and staffing process is repeated due to lack of leadership approaches and insecurity of the job. Aside from the cost of recruitment and selection, the organization also wasting so much time implementing interviews session for employees who left, interviews for new workers, and training them. It would be far preferable to allocate this expenditure for events, training days, and any other activities that will benefit the entire group and boost employee engagement. Profits can be reduced by misleading in two directions which is not effectively managing employees and failing to balance the budgeting process. While employees who encounter with lack of leadership principles approaches, they may devote their efforts by searching other jobs rather than concentrating on the organizational objectives. As a result, the firm has to pay a business salary for a low productivity. Yet, as example, when limits really aren't met in the sales team due to pandemic and poor management, net earnings will suffer. Furthermore, if expenses are excessive or finances is badly run and mismanaged in some other way, profitability will indeed be lesser.

With the cause of intention of leaving from the lack of leadership principles approaches in management and job insecurities, could be disadvantageous and

damages to an organization's growth and perhaps even result in business failure over time. The cost of the process of recruitment, as well as competitive pay and other expenses associated with hiring new employees, can deplete the entirety of the organization's assets whilst also profits are low, forcing the organizations to cease operations, dilemma, close or even worse it declared bankruptcy (Joanna, 2022).

In order to minimize the risk of job insecurities, organizations may need to adapt to the changing circumstances brought about by the pandemic. This could include investing in remote work capabilities, diversifying their product or service offerings, and implementing cost-saving measures.

In numerous studies on turnover intention by employee, many different aspects were examined but in different factors of variables. The top priorities would have been to have the aspect of job insecurities in post Covid-19 have caused alongside with the poor supervision or leadership, direction, and management, which then would occur employees to depart from the organization. Ultimately, it's important for organizations to remain agile and adaptable in order to weather the current economic climate and emerge from the pandemic in a strong position.

1.2 Problem Statement

The worldwide outbreak of Covid-19 has altered not only how we perform the job but also what job applicants expect from their employer. Numerous job searchers always are actively searching for organizations whose provide competitive wage packages as well as comprehensive employee welfare offerings, as such as times that are flexible and convenient for employees. Because of this, top leaders which proactively carry out programmed in enhance work-life balance on their staff are far more likely to draw in and keep talent, yet, as most example which drives in motivate employees to search another employer

are such strong managerial styles, life of work balance, attractive salary, benefits, and security as their future work desires.

As per previous research has stated that the Covid-19 global outbreak still imparts fear within employees at work. The nationwide strikes and lockdowns forced the closure of about 37,000 small to medium-sized of businesses, who's probably resulted in an extremely stressed and anxious staffs. Many employees worry that their employer's financial situation remains precarious despite the economic recovery. Top leaders and management who wish to keep their staff have constantly update them concerning their financial accomplishments and potential development plans to instill the security and confidence along with foster the sensation of community among the workforce (Randstad, 2022).

The Covid-19 issue, in contrast to the worldwide economic downturn, has had a significant impact on employment markets globally, resulting in substantial loss of employment as well as a rise in unemployment globally, particularly in middle-income countries and low-income countries which hadn't been as severely impacted during the worldwide economic downturn (ILO, 2021). The Covid-19 pandemic had a profound impact on the global economy, and many businesses are struggling to adapt with the new normal. There are several factors that may contribute to employee turnover intention during Covid-19, including job insecurities and this leadership principle approached.

Here are some potential causes of job insecurities the uncertainty created by Covid-19 has left many employees feeling insecure about their jobs. This could be due to factors such as a decrease in revenue, furloughs, layoffs, salary deductions, or a reduction in hours. As a result, when employees feel that their jobs are at risk and the insecurity became increasingly prevalent, they may likely consider leaving and start looking for other opportunities to ensure their financial security.

On the other hand, poor leadership approaches and styles during a crisis, leadership became even more critical. Poor leadership can exacerbate feelings

of job insecurity and uncertainty, which can lead to turnover. Humans' psychologically judgements may range greatly, leading to varying degrees of work insecurity, regardless of whether faced with a similar employment-threatening incident that indicates financial restrictions (Chen et al., 2020; Shoss, 2017; Lin et al., 2021). As an instance, the various degrees of seniority among employees throughout the Covid-19 outbreak possibly influenced their perspectives, patterns of behaviors, and attitudes regarding job insecurity. Additionally, leaders who are not empathetic or who fail to communicate effectively with their employees may also contribute to turnover intention. The leadership who lacked in support the employees whose are struggling during Covid-19 may feel unsupported by their employers. This could be due to a lack of communication, resources, or understanding from management. When employees feel that their needs are not being met, they may start to look for other opportunities. Yet, burnout also the potential causes by the leaders, which the pandemic has placed an enormous amount of stress on employees. Remote work, increased workloads, and uncertainty about the future have led to burnout for many. When employees feel burned out, they started to consider leaving their current jobs for a more sustainable work-life balance.

Lack of leadership principles approaches and styles renders it impossible for most businesses by reach their full potential especially when the pandemic of Covid-19 was aggressively turned down the whole world. Some indicators can be utilized to assess the nature of the company's management. As an example, the general managers have the lack of professionalism, too sensitive, micromanage the employee, did not want any advice from the employees regarding to make the decision making for operations part during pandemic which lead to pressured and unsatisfied by the employee's thoughts. Organizations with inefficient leadership strategies are unable to fulfil the requirements of their communities surrounding (Reilly, Minnick, & Baack, 2011). The tier of turnover would then increase drastically and affecting the organization's performance and profitability.

Overall, the combination of job insecurities and poor managerial styles can lead to increased turnover intention during Covid-19. Employers can help mitigate this by providing clear communication, resources, and support to their employees, as well as cultivating a positive and empathetic workplace culture.

1.3 Research Questions

The study's goal is to look into the factors of the leadership principles chosen could it be influencing the turnover in organizations in post Covid-19. The majority of existing studies in this field appears to be quantitative. However, while relying on a review of literature, it appears that this area of study could support from a qualitative approach which might contribute to robust understanding on this investigation and also some of the portion of those certain indicators of organizational efficiency. Depending on the problem statement, the below subsequent research questions will be addressed in this study: -

RQ1 – Does an ethical leadership has a relationship with job insecurity?

RQ2 – Does leadership effectiveness has a relationship with job insecurity?

RQ3 – Does micromanagement has a relationship with job insecurity?

RQ4 – Does job insecurity mediate the relationship between independent variable (of ethical leadership, leadership effectiveness, and micromanagement) and dependent variable (of employee turnover intention)?

1.4 Research Objectives

The general of the study objective is to determine the factors which influence employee turnover intention in organization by the previous pandemic. Therefore, this research intends to answer the following questions: -

RO1 – To examine the relationship between ethical leadership with job insecurity

RO2 – To examine the relationship between leadership effectiveness with job insecurity.

RO3 – To examine the relationship between micromanagement with job insecurity.

RO4 – To examine the mediating effect of job insecurity on employee turnover intention.

1.5 Significance of Study

For generations, decades and while Covid-19 pandemic, turnover of the employees has emerged as a pressing issue. Understanding the factors and causes of staff turnover will assist an organization in preventing the loss of knowledgeable, skills, and experienced workers while yet, saving operating costs. This investigation is crucial and important in determining the main and primary reasons for staff churn in organizations.

1.6 Practical Contribution

The practical contribution of this study is to provide organizations with insights into how to manage employee turnover intention in the post-Covid-19 era. By examining the factors of ethical leadership, leadership effectiveness, and micromanagement approaches, the study can help organizations to understand the importance of creating a positive work environment and a supportive organizational culture.

By adopting ethical leadership practices and effective leadership principles, organizations can create a more positive work environment that supports their employees' needs, which may help to reduce employee turnover

intention. Additionally, by avoiding micromanagement, organizations can empower their employees, which may also contribute to reducing turnover intentions.

Moreover, by understanding the mediating role of job insecurities, organizations can also take steps to address these insecurities and support their employees during this challenging time. This study's practical contribution can help organizations to develop strategies to retain their talented employees and maintain their competitive advantage in the post-Covid-19 era.

In terms of practical application, the results obtained could perhaps help to improve retention programs that seem to be advantageous towards both employers and employees. The compiled information will indicate which factors have the greatest impact on employee turnover, allowing the company to concentrate and address them. Furthermore, the outcome will assist the employer in initiating preventive action and determining a solution towards the staff turnover problem. On the other hand, this improves the connection between the workers and management, which eventually leads to increased employee satisfaction and loyalty.

Finally, the future outcomes of this research can be used by the government such Ministry of Human Resources to re-evaluate the existing policies for employee retention in an organization. As a consequence of this study, the government could build innovative benefit and compensation policies for organizations which might draw more suitable applicants, retain qualified workers, and reward outstanding performers especially when the world's economy is having hectic times. Thus, a more in-depth understanding of significant factors is also beneficial for government policymakers, as they may direct their attention to areas that could decrease rates of employee turnover throughout respective sectors.

1.7 The Organization of the Study

This research's proposed is divided into five chapters. This chapter contains an introduction as well as an overview of the study. Furthermore, the first chapter discusses the research background, problem statement, research objectives, and research questions. The second section of the chapter is a review of previous studies on the factors of mismanagement that influence the intention of employee turnover. The conceptual framework of this study, as well as the formulation of hypotheses are presented in Chapter Two. The third chapter explains the details of information and aspects in regard to the data analytical method, variable measurement, design of the research, and sample collection. Whilst the fourth, the outcomes of the analysis of the data and interpretations of the findings will be presented. Finally, the research summary of the results, conclusions, and acknowledgment will all be included in the fifth chapter.

1.8 Conclusion

The project's overview is presented in this chapter. It provides background information concerning the issues impacting quit intentions and job insecurity amongst construction workers in Malaysia, as well as the problem statement, research questions, aims, significance of the study, practical application, and study organization. Additionally, it offers a broad overview of the issue as it relates to the global epidemic of COVID-19. The goal is to deliver to readers a quick overview of the subject matter before getting into the details and more precisely.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Previous studies are discussed in this chapter to lay a conceptual framework upon which hypotheses of this study could be developed. This chapter is focusing on a review of the existing literature on relevant theoretical. Following that, this section provides a brief overview of previous literature upon this study's primary point, like those of ethical leadership, leadership effectiveness, and micromanagement, in addition to discussing perceptions of job insecurities by the post Covid-19's relationship with intention of employee turnover. Finally, utilizing the pertinent literature review, the existing project's framework of the study and research hypotheses have been proposed.

2.2 Theoretical Foundation

2.2.1 Employee Turnover Intention

As for definitions of employee turnover intention is seems to be a dimension about whether the employees of the organization are intended to quit from their positions, and it typically refers to such a staff's intention to seek new employment or organizations willingly and voluntarily (Birgit et al., 2007). Researchers and academics have suggested various definitions over through the years in an attempt fully comprehend of turnover intention. (Tett, Meyer, 1993) describe employee turnover intention as a deliberate and conscious desire to quit an organization. According to (Glissmeyer et al., 2008), turnover intention should indeed be defined as such mediating factor among attitudes influencing intension to leave and giving up an organization. Because of the nature of this study, turnover intention would be defined as the amount in which a person in the organization appears to believe he or she might leave at a certain unspecified point in the future (Hinshaw et al., 1987).

There is widely held belief inside the literature that employee turnover intention influences performance of an organization. Despite the fact that it is recognized as a conscientious attitude, action, and behavior, it is defined in various ways inside the literature. (Porter et al., 1974) described turnover intentions as the wish like an employee not wishing to be employed by the company, (Hanisch, Hulin, 1991) outlined as the level of an employee's desire to replace their current employment to a new one and (Barnett, Vaicys, 2000) defined it as a conscious and deliberate choice or a desire relating leaving the organization. Intention to leave is commonly accepted as a withdrawal attitude at work, such like late arriving or skipping work (Hanisch, Hulin, 1991). The possibility that a worker will change jobs or left their existing company is known as turnover intention. No matter the scale or area of the organization, every business of any kind faces a serious threat from staffing shortages. The intent of staff turnover reveals a person's desire to willingly quit their work. Employees that voluntarily leave their jobs do so with the intention of doing so. Because behavioral churn is mostly based upon turnover intention, it has a tight connection among staff turnover intentions and actual churn (Yang, Wittenberg, 2016). Hence, the main factor influencing turnover behavior generally turnover intention. To determine the factors that could lead a person to leave their position, it is essential to comprehend their desire to depart (Suhaidah, Xian, 2019).

Employees who pull back from their jobs continue to work but participate in it seem less. Thus, according to (Egan et al., 2004), employee intention to turnover is indeed an act performed by an employee intentionally and purposefully. Whenever the literature is investigated, it is apparent that a few subjects are concentrated on for the factors that influence the potential of intention to leave to really be compelled and determined, such as mental health, demographic factors, work satisfaction (Coomber, Barriball, 2007; Cohen, 1993; Clugston, 2000; Lambert et al., 2001), and conditions or work (Yin, Yang, 2002). Since employees are indeed key component of attaining a competitive advantage, a boost of staff intention to leave could have negative effects on a business (Jung

et al., 2021; Urbancov, Linhartov, 2011). Throughout the various industries, the detrimental impacts from voluntary turnover been frequently debated (Jung et al., 2021; Kim et al., 2015). According to earlier research, depressed workers are more likely to want to quit their occupations (Boz et al., 2016; Kilic et al., 2016). However, some studies show that workers in far much stressful jobs are more likely to consider leaving their jobs (Kuo et al., 2014; Wen et al., 2020).

The issue of intention to leave in an organization is a popular phenomenon that is frequently encountered. Employee turnover is an important issue for numerous businesses today, according to (Wu, 2013), and high turnover rate seems to have a negative effect on organizations, especially whereas if missing workers are high-performing staff members. Employee turnover intent refers to an employee's intention to leave his current job (Ngamkroeckjoti et al., 2012). (Falahat et al. 2019) study yet mentioned that Intention to leave is indeed a trustworthy and fair predictor of turnover outcomes. Staff turnover can be predicted in large part by considering turnover intention, which is also correlated with actual turnover. Another study done by (Bothma, Roodt, 2013), which concluded that turnover intentions would be utilized as a measure of genuine turnover, provided additional evidence for all of this.

In addition, the expense of such a turnover intention may indeed be high (Ratnasari & Lestari, 2020). The motive behind staff turnover would create difficulties for the capacity as well as quality to meet the requirements of the firm. According to (Suhaidah, Xian, 2019), having intention among employees to leave the company will have an impact on how well the company performs and thus will reduce production effectiveness. Organizations must therefore take this problem seriously as well as identify the variables that contribute to staff turnover.

According to (Robinson et al., 2014), turnover involves massive costs, including both aspects of direct and indirect costs. According to (Kreitner, Kinicki, 2014), assessing organization behavior based on outcomes alignment is one method for determining whether it is positive or negative. If workers can stay in an

organization for a longer period, it reflects a minimum concentration of stress at work and work satisfaction, from both the worker and company part. It's indeed possible to conclude that turnover intention is a person's desire to quit the organization and seek a better employment. The survey's goal and involvement here to literature seems to be to quantify the impact of the mediating role on employee turnover intentions. As a result, the aim of this research was to broaden the existing literary works by examining the causes of chosen leadership approaches styles as in general context and by solely targeting an employee throughout the construction industries.

2.2.2 Ethical Leadership

As asserted by (Brown et al., 2005) the illustration of contextually appropriate behavior and conduct across personal conduct and interpersonal linkage, as well as the advancement of certain actions to supporters via two-way interaction, encouragement, and on outcome making, according to the definition of ethical leadership. Ethical leaders educate people or entity about the advantages of moral attitudes and thus the costs of unnecessary conduct, establish clear benchmarks, including using incentives and equality, and balanced condemnation to grab believers responsible for their own ethical behavior. Inside the leadership studies, ethical leadership is regarded like a moral umbrella, that representing the moral component of various leadership styles, such as genuine, servant, or quality and valuable leadership (Ahmad et al., 2018).

Ethical and great leaders, who assess the moral implications associated with their own decisions, encompass morality deeper into the selection process and strive to make appropriate and equality choices. This is another reason why an ethical leader seems to be an effective leader (Ciulla, 1995). Ethical leaders motivate favorable effectiveness of organizations, empower a pride in one's accomplishments and commitment to the organization, and impact how employees who perceive the organizational climate by prioritizing fair and equal treatment, shared values, and truthfulness in prevalent personnel and business

arrangements (Piccolo et al., 2010). Furthermore, because they are deemed trustworthy, sincere, and credibility, ethical leaders are indeed an absolutely critical cause of emulsion and observation (Miao et al., 2020). As a consequence, ethical behavior which establishes leaders as valid and credible positive examples models (Zhao et al., 2020).

Whenever leaders use forceful tactics against their followers, staff members will be more inclined to exit from the company (Reina et al., 2018). If leaders behave ethically as well as participate in tasks and behaviors which thus help one another while refraining from behavioral patterns which could hurt others, then dilemma can always be resolved (Yukl et al., 2013). According to research supporting the theory of social exchange, managers can control their workforce's behavioral responses by implementing a system involving incentive signs plus reciprocity (O'Keefe et al., 2019). Also, it's been recognized that there are few factors, particularly in developing nations like Malaysia, which contribute towards adverse results such employee turnover intention. Hence, the study's hypothesis seems to be that ethical leadership could have reducing consequences for staff intentions to quit, which will lead to a lower desire to withdraw.

It really is obvious as occupational stress among employees is exacerbated by job insecurity. It does, however, hold as both empirical and theoretical correlations cannot constantly be seen in actual organizations since a variety of perspectives might affect how unstable a position is. The investigators suggest that ethical and moral leadership might serve as a buffer which lessens the detrimental impact of job uncertainty and insecurity has on work stress (Ruiz, Linuesa, 2018). Members may also view the leaders as something of a figurative person whose stands in for the group in its entirety, leading them to ultimately mistake the leader's actions for those of the group (Schein, 2004). Within this circumstance, employees frequently rely their faith in the company on the extent to which they have confidence in their leaders. People emphasize ethical leadership behaviors in this article because they are among the numerous

management styles that make up an organization's standards and norms (Brown et al., 2005), yet authors propose that they have a significant moderating role on job insecurity (Ruiz, Linuesa, 2018). The researchers contend that perhaps the rise of stress at work as job instability produces can be reduced through strong ethical leadership (Ruiz, Linuesa, 2018). Employees may not experience tremendous stress regardless though they might lose their positions at the organization when they believe that such leadership is ethical.

Employees may feel assured that they are being handled ethically under such circumstance, which increases their likelihood of understanding along with in certain cases, accepting job instability (Brown, Trevino, 2006; Ruiz, Linuesa, 2018). Employees' degree of stress at work may significantly drop when they feel their evaluations were reasonable and ethical, regardless of the degree to which they suffer job insecurity. As a result, a leader with ethics could favorably affect how staff members see job insecurity by enabling individuals to take a role in ethical leadership as righteous beings (Ruiz, Linuesa, 2018). At the opposite hand, employees may determine that the sense of job insecurity they suffer from is unreasonable when they contend that the organization improperly measures them under an unethical leader (Brown, Trevino, 2006; Ruiz, Linuesa, 2018). These might render it difficult for individuals to comprehend or admit how insecure they're feeling about their employment, which would ultimately lead to increased stress in the workplace. In contrast, ethical supervision serves to become a crucial auxiliary variable that dampens job insecurity.

2.2.3 Leadership Effectiveness

The managerial workflow results in leadership effectiveness, which leaders attempt to persuade a group of staff members to fulfill their responsibilities and accomplish positive organizational results (Dhar and Mishra, 2001). Leader effectiveness is important in motivating the employees to utilize effort in the workplace and collaborate toward a common goal somewhere at group or organizational level. Matter of fact, effective leadership is defined as the ability to

influence, infect, and infest supporters through encouragement rather than manipulation (Gyensare et al., 2019).

Over numerous decades, researchers through the professions in management as well as leadership have worked to define effectiveness in leadership along with what it entails. (Madanchian et al., 2018). The notion on successful leadership varies between academics. The fact that neither any widely embraced approach to nor understanding of the efficacy of leadership makes things worse. In light of this, effective leadership can be described as an approximate evaluation based on both described and assessed attributes.

Additionally, successful leadership growth including improving employee's attitudes, such as lowering intention to leave, are important techniques for strengthening performance and productivity among staff members. The results of this research could additionally be highly helpful because they suggest that this type of leadership practiced by managers may lessen employees' intentions to quit, which would boost their overall performance (Ilhami Y., 2021).

Effective and successful leadership and management are often viewed through employees as an indication that their employer cares about their own growth, and they often respond by changing their own behavior. This advantageous reciprocity raises one's sense of satisfaction with their job as a whole and lowers their desire to leave (Kakkar et al., 2020). Extremely committing organizations, according to research by (Biron, Boon, 2013), decrease staff willingness to leave as well as boost commitment. This is believed such an effective leader will communicate aims and targeted objectives more concisely, provide straight-forward instructions regarding the way employees should conduct themselves, plus assist them to understand the advantages of adhering to the established procedure (Singh, Loncar, 2010). Greater competencies in time management, such as the capacity to create realistic objectives, recognize priorities, track one's own outcomes, and maintain

organization, could end up in a greater utilization of time as well as ultimately enhanced results (Claessens et al., 2007). Favorable effects, such as decreased work-related stress as well as enhanced performance in specific circumstances.

The subject matter of which characteristics and behaviors make an effective leader becomes a key emphasis in this area. As a point of view, for example in Laissez-faire leaders further contribute to the unstable work climate, albeit in a slightly different way. Individuals who lack of leadership and only step in when something is vitally important, which defines them. Since laissez-faire leaders are viewed as uncaring, it might be difficult for workers to gauge how effectively they're performing upon their duties or in what extent their leader values them. Indeed, laissez-faire leadership has been experimentally shown to be remarkably ineffective (DeRue et al., 2011), and it consequently follows that laissez-faire leaders enhance their subordinates' sentiments regarding job insecurity.

2.2.4 Micromanagement

The most common approach of managerial leadership is micromanagement, in which leaders constantly supervise and guide their employees. Micromanagement is a form of leadership generates considerably greater adverse impacts upon the behavior of a staff member or their involvement with the task at hand, even though some managers as well as staff members could reap advantages from it. As a result, the individuals feel stressed, which makes them act in an unproductive way. There has been a recurring issue of leaders possessing various managerial philosophies, including micromanagement which causing decreased motivation as well as a lack of confidence in the association between the employer and the staff member. However, there were additionally a respondent that, although having an outstanding relationship alongside their manager, still made the decision to quit the organization because advancement in their career seemed more valuable to them. However, earlier research had found the amount of micromanagement they

had encountered in earlier positions had driven them elsewhere (Michelle H., 2022).

When moving from a workplace to one where employees work at home due to the Covid-19 pandemic, these types of leaders would actively be monitoring employee's work appears as micromanagement. Controlling tactics include strict oversight through micromanagement or legally enforceable agreements (Weibel et al., 2016). Similarly, to these respondents to the study by (Weibel et al., 2016) stated that control could influences trustworthiness by causing stress, disregard, pressure of burden, and organizational cynicism. Poor psychological security is influenced by those sensations. Job stress or alleged stress are the adverse reactions that might be either emotionally or physically triggered because of the gap among the abilities of a worker and the responsibility at hand (NIOSH, 1999). Micromanagers frequently schedule specific details in advance (DeCaro et al., 2011) and require ongoing progress updates (Heimer, 1994). As an outcome, pressure that occurs is generated, which the staff members encounter and experienced.

The primary ways that micromanagement succeeds were by paying extravagant particular attention to every detail along with making sure that workers are aware of the fact that they're continuously monitored. The aforementioned type of leadership has frequently been demonstrated been unfavorable because it lowers the productivity of workers. However, certain leaders prefer to oversee and direct each movement taken from or job completed by those who work for them. The employees get uneasy and disengaged as a result of this. Many people refer to this principle and approaches of leadership called micromanagement. The documentary frequently involves scheduling tiny details and giving employees the impression that their actions are being continuously watched (DeCaro et al., 2011).

However, a protracted association with micromanagement could have a large financial effect. This may result in high employee turnover, a lack of

motivation, decreased output, and dissatisfied customers. This is believed that leaders who overly concentrate on daily tasks fail to see the broad perspective and have no capacity to make plans for the growth of their departments and organizations (Amadi et al., 2022). Micromanagement is frequently practiced by leaders who are utterly incompetent in assessing the appropriate level of direction as well as instruction that should be given to staff. Understanding the differences between fundamental leadership and micromanagement could assist an organization avoid the costs of staff turnover nor the detrimental consequences that micromanagement exerts on their ability to produce, develop, and succeed (Mayhew, 2020). Micromanagement hinders productivity among employees (Mayhew, 2020). At the reverse side, a long-lasting connection under micromanagement might result in significant consequences for business because of excessive turnover, poor morale among staff members, productivity drops, as well as unsatisfied customers (Amadi et al., 2022).

The goal of this research aims to learn well about factor that contributes to job insecurities and intention to leave from in organizations, which is micromanagement. When business owners or the leaders is directly or indirectly interrupt in the work of their staff members by assessing various root causes of the issue. The articles attempted to reconcile all points after conducting research across all aspects to determine how these parties are involved. Whenever it relates to approaches by the management, certain employees will confront multiple challenges in the workplace. Some studies are being conducted in order to find ways to lessen disagreements among both owners or leaders and their employees (Oliveira et al., 2017).

Micromanagement has been acknowledged when leaders fail to accomplish their responsibilities. Employees have been perplexed about performing their duties and are unaware of the constraints to which they have been subjected owing to a lack of management and leadership (Coun, Edelbroek, Peter, Blomme, 2021).

Through micromanagement, the owner or leaders may interact with lack of professionalism at times, which may result across several conflicts, including such attempting to implement poor decisions. Other issues that may contribute to low job performance and productivity which include employee dissatisfaction and underperformance and their performance would then decline as strict enforcement increases inside the organization, particularly whenever the owner or leaders of the business works very closely with them, this will make them feel threatened and pressured and may also lead to serious consequences at work (Martin et al., 2017).

2.2.5 Job Insecurities

The threat of losing one's job and become unemployed is frequently referred to as job insecurity (De Witte, 1999). When employees are under a lot of strain while at work, they may consider quitting and finding a new job. Job instability and insecurity seems a significant element that affects personnel' psychological health and deters motivation (Nella et al., 2015). Employees with damaged emotional well-being exhibit a decline in job enthusiasm, frequently experience anxiety, and frequently sense alone. In addition, this becomes evident through work's results, which seem to be less impressive compared with usual. According to (Hellgren et al., 1999), there are two types of employment insecurity such quantitative as well as qualitative. Whereas employees' dread about losing their current employment serves as a measure of qualitative job insecurity, other factors that include a negative atmosphere at work, few incentives, even lower commissions are indicators of qualitative job insecurity. Reduced employee excitement at work also occurs as a result of job instability and insecurity (Ünsal et al., 2012).

Throughout a worldwide outbreak, the perception of threat and employment uncertainty seriously compromise the mental and physical well-being of individuals. The term of job insecurity holds that people experience insecurity whenever they believe that they lack the ability to counter risks associated with

their employment, which is defined as observe utter helplessness in maintaining the desired consistency whilst in a threatening job circumstance (Greenhalgh, Rosenblatt, 1984). Job insecurity and uncertainty has a negative impact on workers' organizational behavior, including lower motivational intrinsic or even higher turnover intentions (Staufenbiel, Konig, 2010).

Employees are particularly fearful of contracting an infectious disease since the Covid-19 outbreak was reported demonstrating either an elevated rate of infection along with mortality rate, which severely impacts psychological wellness issues including depression and anxiousness (Chen, Eyoun, 2021). More specifically during the global pandemic period, this uncertainty related to transmission of viruses including job insecurity poses a grave threat towards employees' lives of stability as well as mental wellness (Benach et al., 2014; Shoss, 2017; Bajrami et al., 2021 and Han et al., 2020).

Employee willingness to leave their job might be affected by job insecurity. The reason someone wants of leaving is their intention to quit their current position as well go to a different company. Employees are more likely to plan to leave their jobs if they feel more job uncertainty. Job insecurity, according to research by (Arnold, Feldman, 1982), may contribute to greater employee turnover intentions. Moreover, (Stiglbauer et al., 2012) discovered that work uncertainty can raise the desire of workers to leave their jobs, and they observed that controlling the emotional strain brought on by job insecurity is crucial for lowering employees' intentions to leave their jobs. The outcomes coming from (Akgunduz, Eryilmaz, 2018), which claim that measures aimed that minimize the rational sense of job insecurity encountered by workers are essential in order to avert the shortage of qualified work of employees, are consistent alongside what was discovered from (Lee, Jeong, 2017) study that job insecurity possesses an obvious correlation with intention to turnover. After the contrary, (Urbanaviciute et al., 2018) discovered that job insecurity influences the intention to quit by prohibiting workers from meeting their most fundamental requirements, and (Karatepe et al., 2020)

highlighted that job insecurity raises the probability to come for work late as well as left work quickly. By keeping with study findings from (Aulia et al., 2021), who's revealed that job insecurity showed an enormous impact on intentions of staff members to leave, (Marzuqi, 2021) identified results from studies suggesting job insecurity produced a beneficial influence on employee intent to leave the company. According to (Marzuqi, 2021), the likelihood of leaving a job is positively and significantly impacted by job insecurity.

Whenever situations persist unaddressed, a low level among workers enthusiasm within the workplace may influence performances inside the firm, which may raise staff anxiety levels. Employees are becoming less and less likely to contact with or participate in the workplace. In light of the negative consequences of the worldwide outbreak of Covid-19, which have pushed many businesses to adapt and survive despite an incredibly steep reduction in revenues, the degree of anxiety grows significantly greater beneath these circumstances (Latifah et al., 2022).

2.3 The Empirical Research

Even though the applications of the surveys on turnover intention dependent, those are mostly empirical previous studies that investigate the relationship among the identification, commitment, burnout, and also the job satisfaction variables. There are other studies that look at the connections between job and place of work aspects, organizational factors, perceived organizational support, downturn of global economy such in pandemic, and intent to leave. When studies are assessed upon demographic variables, it is discovered that single and younger workers have such a high churn intention, ethnicity and gender still had no conclusive decisive impact on turnover intention, and employees' turnover rises with intellectual ability.

2.4 Conceptual Framework and Hypothesis Development

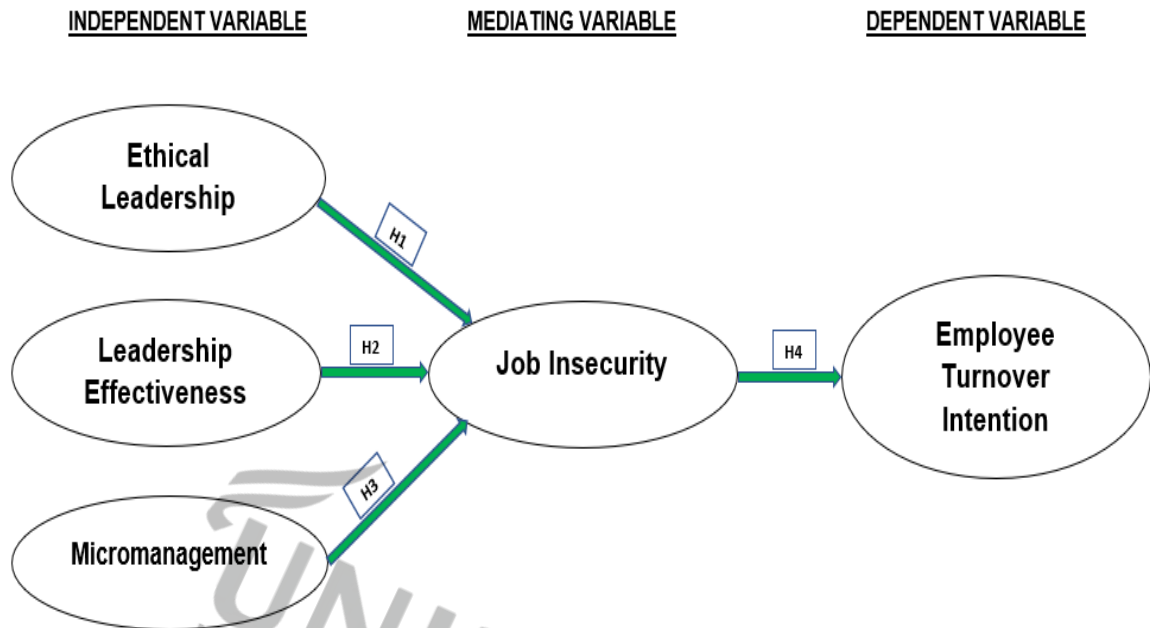


Figure 1. Conceptual Framework

H1 : The ethical leadership has negative relationship with job insecurity.

H2 : The leadership effectiveness has the negative relationship with job insecurity.

H3 : The micromanagement has the negative relationship with job insecurity.

H4 : The job insecurity has significant relationship with employee turnover intention.

2.5 Conclusion

This chapter explains a review of other studies conducted across publications and journals relating to the research analysis and its similar topics. Existing literature from past research was outlined, as well as theoretical foundations relating to employee turnover intention and its factors. This chapter began with said main idea of this research study of the mediating of job insecurities by post Covid-19, while also discussing the theoretical foundations. In this study, the recent conditions of employee turnover intention, as well as factors that influenced job insecurities inside the organization, have been recognized by the post Covid-19 in order to gain insight into the study phase. This chapter will elaborate on the research problem and questions which stated in the previous chapter. The supporting evidence as from critical review is used to clarify the literature analysis. Finally, this chapter involves gathering information by various of researcher's studies and through the related topic and variables.

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the methodology which used in the factor of ethical leadership, leadership effectiveness and micromanagement which influenced employee turnover intention that mediating the job insecurity of post Covid-19 as a research and investigation study. It is crucial and important to achieve the outcomes in specific course such it may impacting the research's purposes. There are several phases in conducting this research, the first phase in this chapter is the research design where the data information is to identify the purpose of the study, the type of research strategy, then identify the unit of analysis and time horizons of this study design of the research study. Second phase is the study population and the sampling procedure which to define target population, explaining the sampling process and different types of sampling techniques in different research purposes and the factor that determine sample size. Third is the data collection method which explain the different data collection methods, the advantages and it's shortcoming. The fourth phase is the operationalization and measurement about the independent, mediating, and dependent variables. Last but not least, is the data analysis techniques and in order to perform the statistical analysis using computer software.

3.2 Research Design

The design and the strategies that used in this study in examined the research questions and objective are the descriptives and causal types of research purposes with the applied research. As the applied research is known as to solve the current problem and directs the activity towards looking for a solving the solution in particular problem. While the descriptives types of the study purpose are defined as the causes of the problem which this study already knew

the characteristic of the factors, but this study investigated the factor that caused of the job insecurity by the post Covid-19 and lead the workers in intention to leave the company.

A research design provides a framework for planning and carrying out specific research, when the investigation is classified into two types which is qualitative and quantitative. However, in this study, it's suitable to use the quantitative methods which also known as the deductive analysis with verifying methods.

Since this is the deductive research where the means is the other previous study has been done with the related to this topic and based on those investigations and concepts, this study will come up with its own conceptual model and it will prove that the research question and the objective is actually tally with the investigation's design and analysis.

This research strategy used by the experimental strategy which this kind of strategy was usually needed of what the study is actually to follow such going through other research that has been done which related to this research topic and based on their finding and strategy where this study is going to follow and apply it in this study.

In addition, the strategy of survey by questionnaires also helpful for this study investigation which usually researchers are going to calculate the data and information about the people which described those people's ideas, concept, comment, or suggestions where it based on their knowledge, attitude and behavior while collecting and analyze the data to answer the research questions and tally with the research objectives. The observation and measurement strategy, in which collecting data in a non-contrived of study setting, also utilized in this study investigation.

The unit of analysis while collecting the data is by the individual in construction industry. Yet, the time horizons will be from one-shot of cross-sectional studies since it is the snapshot of constructs at a single point in time, again, use the representative sample.

3.3 Study Population and Sampling Procedures

The population represents the entire population over which what of this study want to make inferences and judgements. The sample is indeed the particular group of individuals from which this study have gathered the data.

In this part, sampling categories in two kind of methods which is probability and non-probability, however in this study, are used the probability methods. In addition, probability also have 4 characteristic which is simple random, systematic, stratified, and cluster of samples. Yet, this study used the stratified random sample which it carries out this type of sampling, tools such as randomly generated numbers of techniques entirely based on probability can be used.

As implementation for this research, the sample of the framework and the targeted population plan in this investigation were from the individuals as an employee by constructions industry due to the turnover rate on this industry is presently the one of the highest rates and there were 207 respondents that participate to the survey questionnaires in order to investigate the research questions and hypothesis.

3.4 Data Collection Method

Data collection is a methodical concept to precisely collecting data from numerous sources in order to generate conclusions and answers the research questions, confirming a hypothesis or reviewing an outcome. The primary motivation for data collection seems collected by high-quality relevant data that have investigated and adapted to guide decisions and even provide evidence.

Information was gathered in two forms which is quantitative data and qualitative data. The collection of quantitative data is rooted in numbers and measurement techniques, such like percentages, or statistical data. Descriptions, such as definitions and opinions, are incorporated into qualitative data collection. However, in this study, was conducted by quantitative methods.

This present research as well required only by primary data collection methods, which are divided into two distinct groups seeing as primary data collection methods generate information directly, and the insights gained through first delivering by researcher upon that variable of interest for the particular purpose there in study, that often be assumed as origin data, for example, collect from individuals, and focus groups. In additions, by getting into more depth in this part, the primary data were collected by survey of the questionnaire by the focus group such by interview, a set of semi-structured of both closed ended and open-ended questionnaires in Google Form that has been deployed online for collecting primary data and insights for this study.

UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

3.5 Operationalization and Measurement

3.5.1 Independent Variables

VARIABLES & REFERENCE		INDICATORS	SIZE OF SCALE	SCALE
INDEPENDENT VARIABLE	ETHICAL LEADERSHIP (Brown et al., 2005).	1. Leader discusses business ethics or values with employees during pandemic outbreak. 2. During pandemic, leaders sets an example of how to do things the right way in terms of ethics 3. Leader listens to what employees have to say and advice to solve the business problem during Covid-19 4. Leader makes fair and balanced decisions during Covid-19 for each employees 5. Leader can be trusted and has the best interest in mind of employees with ethical styles during Covid-19 6. Leader disciplined employees who violate ethical standards during Covid-19	Ordinal	Likert
	LEADERSHIP EFFECTIVENESS (Meral et al., 2012).	1. Leader effectively meet the organizational requirements and procedures during Covid-19 2. Leader is effectively in represent me to higher authority especially during pandemic Covid-19. 3. Leader effectively meet with my job-related needs while Covid-19 outbreaks 4. Leader effectively solve the business problem during Covid-19	Ordinal	Likert
	MICROMANAGEMENT (Li et al., 2015).	1. Leader excessive on me in reporting, updates, and control over the procedures during pandemic Covid-19 2. Leader control and manipulate of time when pandemic was aggressively 3. Leader failure in self-subordinate during pandemic Covid-19	Ordinal	Likert

Table 1. Measurements of Independent Variables

3.5.2 Mediating Variables

VARIABLES & REFERENCE		INDICATORS	SIZE OF SCALE	SCALE
MEDIATING VARIABLE	JOB INSECURITY Jung et al., (2021)	1. There is little chance that I will be unemployed during Covid-19 pandemic 2. I am worried about the continuation of my career during Covid-19 pandemic 3. I am afraid of losing my job during outbreaks	Ordinal	Likert
	(Yeon-Sun et al., 2023).	4. The value of the importance of my work is likely to be lowered during Covid-19 pandemic 5. There was a possibility of being moved to other tasks of the same job position within the workplace during the pandemic Covid-19	Ordinal	Likert

Table 2. Measurements of Mediating Variables

3.5.3 Dependent Variables

VARIABLES & REFERENCE		INDICATORS	SIZE OF SCALE	SCALE
DEPENDENT VARIABLE	EMPLOYEE TURNOVER INTENTION (Meyer et al., 1993).	1. It would be very hard for me to leave my organization during pandemic, even I wanted to. 2. I feel that I have few options to consider leaving this organization 3. Too much of my life would be disrupted if I decided to leave my organization in post Covid-19. 4. Even if it were to my advantage, I do not feel it would be right to leave my organization during pandemic 5. I did not leave my organization during pandemic because I have a sense of obligations to the people in it.	Ordinal	Likert
	(Jacobs, Roodt. 2008).	6. I have been considered leaving job because of the management styles 7. I frequently have been scanning for new job opportunities during pandemic because of the job insecurities in my organization	Ordinal	Likert

Table 3. Measurements of Dependent Variables

The questionnaires were divided into two segments. The first segments will contain the demographics measurement where the remaining segments will cover for relationships on each independent variable. It also has 5-point of Likert's scale such scale it from strongly disagree to strongly agree, which to determine respondents to the questions. The scale is used for the measurement of a single factor from survey respondents.

All adequate tests ascertained that perhaps the scales utilized in order to help measure the entirety of this study's variables which are reliable and valid.

Section		Items
Part A	Demographic Information	Age, Born Year, Race, Marriage Status, Educational Qualification
Part B	Section 1	Question related to Independent Variable - Ethical Leadership, Leadership Effectiveness and Micromanagement
	Section 2	Question related to Dependent Variable - Job Insecurity
	Section 3	Question related to Dependent Variable - Employee Turnover Intention

Table 4. Point of Likert Scale in Survey

3.6 Data Analysis

The questionnaires have been adjusted for consistency and completeness prior to actually processing to responses. The descriptive method is used. For analysis, the Statistical Package for Social Sciences (SPSS) software application has been used and did generate those data array for the purpose of subsequent analysis's data. SPSS includes descriptive statistics tools that assist with variable response correlation as well as provide clear indications frequencies of responds. The information was coded so that the respondents could be categorized. By generalize the findings, descriptive statistics is the one could investigate the result

of the study. Estimates and frequencies also are included. Tables and some other diagrams or figures are the planning to be used suitably to deliver the data obtained for simplicity of understanding and investigation. The obtained data from open-ended questions in which respondents will be asked their thoughts and opinions on aspects that influence turnover throughout the organizations.

3.7 Conclusion

This chapter explained the framework or the flow of investigating the factors of ethical leadership, leadership effectiveness and micromanagement influence the employee turnover intention which mediating the job insecurity of the post Covid-19's pandemic. Several of phases that involve in investigating this study which starting from research design until the data analysis approaches and techniques. In addition, all the variables and it's measurement has been mentioned in this chapter.

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction

The current research aims to evaluate the analysis's findings by examining the important relationships between each of the variables. The demographic breakdown of the employees that were chosen at randomly working in construction industry is presented in the initial section.

4.2 Demographic Background

Table 4.1 presents demographic statistic about a group of individuals, showing of the total valid are 207 respondents in each category. The categories are included gender, born year, race, marital status, and education level.

		Statistics				
		1. Gender / Jantina	2. Born Year / Tahun Kelahiran	3. Race / Bangsa	4. Marriage Status / Status Perkahwinan	5. Educational Qualification
N	Valid	207	207	207	207	207
	Missing	0	0	0	0	0

Table 4.1 Demographic Statistics

Tables below are the demographic frequency about a group of individuals, showing the frequency and percentage of people in each category. The categories include gender, born year, race, marital status, and education level.

The first category is gender in Table 4.2, where the data indicates that there were 84 (40.6%) females and 123 (59.4%) males in the group. The second category is born year in Table 4.3, which is divided into four subcategories: Baby

Boomers (born between 1946 and 1964), Generation X (born between 1965 and 1980), Millennials or Generation Y (born between 1981 and 1996), and Generation Z (born between 1997 and 2012). The data shows that there were 40 (19.3%) Baby Boomers, 56 (27.1%) Generation X, 86 (41.5%) Millennials or Generation Y, and 25 (12.1%) Generation Z individuals in the group.

1. Gender / Jantina

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	84	40.6	40.6	40.6
	Male	123	59.4	59.4	100.0
	Total	207	100.0	100.0	

Table 4.2 Demographic Frequency for Gender

2. Born Year / Tahun Kelahiran

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1946 - 1964 (Baby Boomers)	40	19.3	19.3	19.3
	1965 - 1980 (Generation X)	56	27.1	27.1	46.4
	1981 - 1996 (Millennial / Generation Y)	86	41.5	41.5	87.9
	1997 - 2012 (Generation Z)	25	12.1	12.1	100.0
	Total	207	100.0	100.0	

Table 4.3 Demographic Frequency for Born Year

The third category is race in Table 4.4, which includes Chinese, Indian, Malay, and others. The data shows that there were 44 (21.3%) Chinese, 43 (20.8%) Indian, 96 (46.4%) Malay, and 24 (11.6%) others in the group.

3. Race / Bangsa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese / Cina	44	21.3	21.3	21.3
	Indian / India	43	20.8	20.8	42.0
	Malay / Melayu	96	46.4	46.4	88.4
	Others / Lain-lain	24	11.6	11.6	100.0
	Total	207	100.0	100.0	

Table 4.4 Demographic Frequency for Race

The fourth category is marital status in Table 4.5, which includes single, married, and divorced. The data shows that there were 77 (37.2%) single individuals, 129 (62.3%) married individuals, and 1 (0.5%) divorced individuals in the group.

4. Marriage Status / Status Perkahwinan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married / Berkahwin	129	62.3	62.3	62.3
	Others / Lain-lain	1	.5	.5	62.8
	Single / Bujang	77	37.2	37.2	100.0
	Total	207	100.0	100.0	

Table 4.5 Demographic Frequency for Marital Status

Finally, the fifth category is education level in Table 4.6, which includes four subcategories: secondary or below qualification, higher secondary, bachelor's degree, and postgraduate degree. The data shows that there were 42 (20.3%) individuals with secondary or below qualification, 82 (39.6%) individuals with higher secondary, 52 (25.1%) individuals with bachelor's degrees, and 31 (20.3%) individuals with postgraduate degrees in the group.

5. Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree / Ijazah	52	25.1	25.1	25.1
	Higher Secondary / Diploma	82	39.6	39.6	64.7
	Postgraduate Degree or higher / Sarjana	31	15.0	15.0	79.7
	Secondary or Below Qualification / Sijil	42	20.3	20.3	100.0
	Total	207	100.0	100.0	

Table 4.6 Demographic Frequency for Educational Qualifications

Overall, Table 4.7 presents demographic information about a group of individuals, showing the frequency and percentage of people in each category. The categories include gender, born year, race, marital status, and education level as well as provides an overview of the demographic profile of the group being studied and can help understand the sample's composition.

Demographic Information		Frequency (%)
Gender	Female	84 (40.6)
	Male	123 (59.4)
Born year	1946 - 1964 (Baby Boomers)	40 (19.3)
	1965 - 1980 (Generation X)	56 (27.1)
	1981 - 1996 (Millennial / Generation Y)	86 (41.5)
	1997 - 2012 (Generation Z)	25 (12.1)
Race	Chinese	44 (21.3)
	Indian	43 (20.8)
	Malay	96 (46.4)
	Others	24 (11.6)
Marital Status	Single	77 (37.2)
	Married	129 (62.3)
	Divorce	1 (0.5)
Education level	Secondary or Below Qualification	42 (20.3)
	Higher Secondary	82 (39.6)
	Bachelor's Degree	52 (25.1)
	Postgraduate Degree	31 (20.3)

Table 4.7: Demographic information

4.3 Descriptive Analysis

This section discusses the descriptive analysis of ethical leadership, leadership effectiveness, micromanagement, employee turnover intention and job insecurity. All items were measure using a Likert scale of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree).

Descriptive Statistics

	N	Mean	Std. Deviation
EthicalLeadership	207	4.0467	.88113
leadershipeffectiveness	207	4.0580	.88797
micromanagement	207	3.9726	.95633
employeeturnoverintention	207	4.0331	.87606
JobInsecurity	207	3.9942	.94199
Valid N (listwise)	207		

Table 4.8 Descriptive Statistics

4.3.1 Ethical Leadership

Table 4.9 presents a detailed descriptive analysis of ethical leadership. The table includes six items or questions that aim to assess different aspects of ethical leadership behavior. Each question is accompanied by a Likert scale response, ranging from 1 to 5, where 1 indicates strongly disagree and 5 indicates strongly agree. The table also provides the mean and standard deviation (SD) for each item, which offers insights into the overall agreement and variability of responses.

Firstly, item 1: "Leader discusses business ethics or values with employees during pandemic outbreak." The responses for this item indicate the frequency of each rating on the Likert scale. There were 5 respondents who chose 1 (strongly

disagree), 6 respondents who chose 2 (disagree), 32 respondents who chose 3 (neutral), 101 respondents who chose 4 (agree), and 63 respondents who chose 5 (strongly agree). The mean for this item is calculated as 4.02, indicating a relatively high level of agreement that leaders discussed business ethics or values with employees during the pandemic outbreak. The standard deviation of 0.89 suggests that the responses were fairly consistent around the mean.

Next, item 2: "During pandemic, leaders set an example of how to do things the right way in terms of ethics." The responses show that 5 respondents chose 1 (strongly disagree), 7 respondents chose 2 (disagree), 27 respondents chose 3 (neutral), 99 respondents chose 4 (agree), and 69 respondents chose 5 (strongly agree). The mean for this item is 4.06, indicating a high level of agreement that leaders demonstrated ethical behavior during the pandemic. The standard deviation of 0.90 suggests moderate variability in the responses.

Besides, item 3: "Leader listens to what employees have to say and provides advice to solve the business problem during Covid-19." The responses include 6 respondents who chose 1 (strongly disagree), 9 respondents who chose 2 (disagree), 26 respondents who chose 3 (neutral), 96 respondents who chose 4 (agree), and 70 respondents who chose 5 (strongly agree). The mean for this item is 4.04, indicating a relatively high level of agreement that leaders listened to employees and offered advice to solve business problems during the pandemic. The standard deviation of 0.95 suggests some variability in the responses.

In addition, item 4: "Leader makes fair and balanced decisions during Covid-19 for each employee." The responses show that 6 respondents chose 1 (strongly disagree), 6 respondents chose 2 (disagree), 17 respondents chose 3 (neutral), 97 respondents chose 4 (agree), and 70 respondents chose 5 (strongly agree). The mean for this item is 4.06, indicating a high level of agreement that leaders made fair and balanced decisions for each employee during the pandemic. The standard deviation of 0.92 suggests moderate variability in the responses.

Moreover, item 5: "Leader can be trusted and has the best interest in mind of employees with ethical approaches styles during Covid-19." The responses include 6 respondents who chose 1 (strongly disagree), 7 respondents who chose 2 (disagree), 26 respondents who chose 3 (neutral), 99 respondents who chose 4 (agree), and 69 respondents who chose 5 (strongly agree). The mean for this item is 4.05, indicating a relatively high level of agreement that leaders were trustworthy and had employees' best interests in mind with ethical behaviors during the pandemic. The standard deviation of 0.93 suggests some variability in the responses.

Lastly, item 6: "Leader disciplined employees who violate ethical standards during Covid-19." The responses show that 6 respondents chose 1 (strongly disagree), 6 respondents chose 2 (disagree), 28 respondents chose 3 (neutral), 99 respondents chose 4 (agree), and 68 respondents chose 5 (strongly agree). The mean for this item is 4.05.

Overall, the highest mean in Table 4.9 is observed in item no. 2 and 4. The mean score for this item is 4.06, indicating a high level of agreement among the participants that leaders effectively demonstrated ethical behavior and set a positive example during the pandemic.

No	Question	1	2	3	4	5	Mean	SD
1	Leader discusses business ethics or values with employees during pandemic outbreak.	5	6	32	101	63	4.02	0.89
2	During pandemic, leaders set an example of how to do things the right way in terms of ethics	5	7	27	99	69	4.06	0.90
3	Leader listens to what employees have to say and advice to solve the business problem during Covid-19	6	9	26	96	70	4.04	0.95
4	Leader makes fair and balanced decisions during Covid-19 for each employee	6	6	17	97	70	4.06	0.92
5	Leader can be trusted and has the best interest in mind of employees with ethical styles during Covid-19	6	7	26	99	69	4.05	0.93
6	Leader disciplined employees who violate ethical standards during Covid-19	6	6	28	99	68	4.05	0.92

Table 4.9 Descriptive Analysis of Ethical Leadership

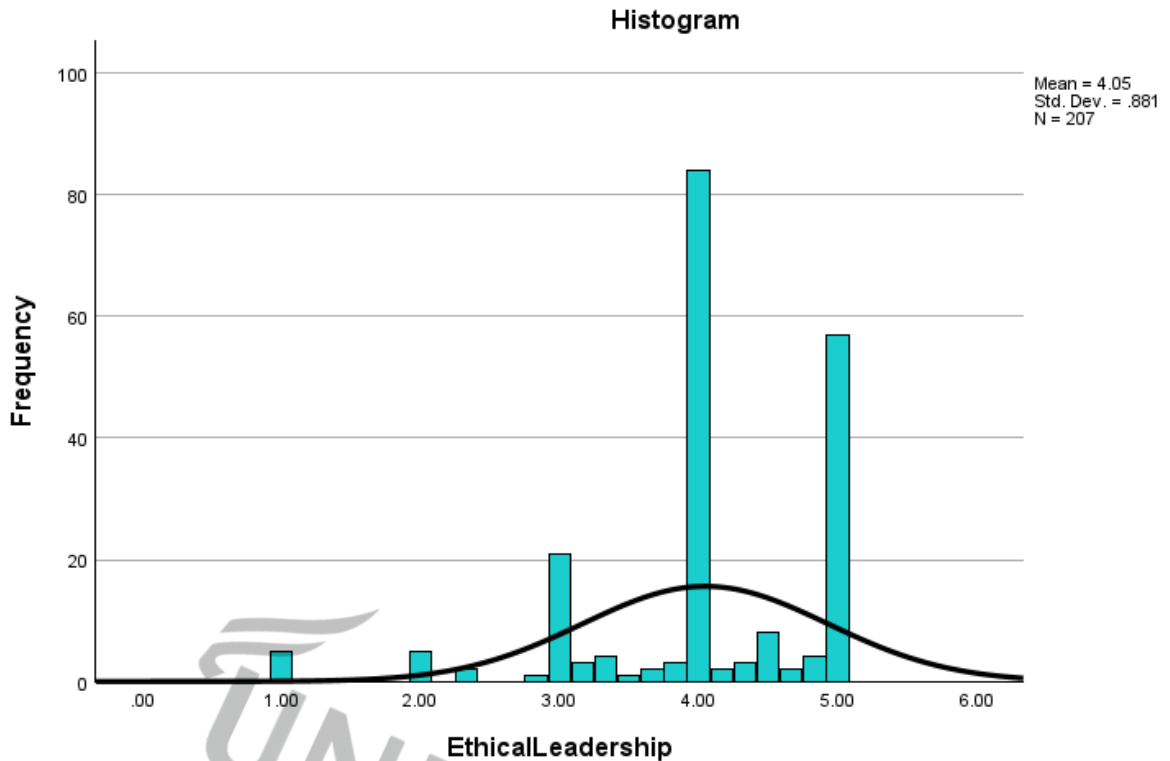


Figure 2. Ethical Leadership's Histogram with Normal Curve

4.3.2 Leadership Effectiveness

Table 4.10 provides a detailed descriptive analysis of leadership effectiveness during the Covid-19 pandemic. The table consists of four items or questions that aim to assess different aspects of leadership effectiveness. Each question is accompanied by a five-point Likert scale response, ranging from 1 (strongly disagree) to 5 (strongly agree). The table also includes the mean and standard deviation (SD) for each item, providing insights into the overall agreement and variability of responses.

Firstly, item 1: "Leader effectively meets the organizational requirements and procedures during Covid-19." The responses for this item indicate the frequency of each rating on the Likert scale. There were 5 respondents who chose 1 (strongly disagree), 5 respondents who chose 2 (disagree), 29 respondents who

chose 3 (neutral), 98 respondents who chose 4 (agree), and 70 respondents who chose 5 (strongly agree). The mean for this item is calculated as 4.08, indicating a high level of agreement that leaders effectively met the organizational requirements and procedures during the Covid-19 pandemic. The standard deviation of 0.89 suggests that the responses were fairly consistent around the mean.

Next, item 2: "Leader is effectively representing me to higher authority, especially during the Covid-19 pandemic." The responses show that 5 respondents chose 1, 9 respondents chose 2, 29 respondents chose 3, 95 respondents chose 4, and 69 respondents chose 5. The mean for this item is 4.03, indicating a relatively high level of agreement that leaders effectively represented the participants to higher authorities during the pandemic. The standard deviation of 0.93 suggests some variability in the responses.

Besides, item 3: "Leader effectively meets my job-related needs during the Covid-19 outbreaks." The responses include 5 respondents who chose 1, 8 respondents who chose 2, 29 respondents who chose 3, 96 respondents who chose 4, and 69 respondents who chose 5. The mean for this item is 4.04, indicating a relatively high level of agreement that leaders effectively met the participants' job-related needs during the Covid-19 outbreaks. The standard deviation of 0.92 suggests some variability in the responses.

Lastly, item 4: "Leader effectively solves the business problems during Covid-19." The responses show that 5 respondents chose 1, 7 respondents chose 2, 27 respondents chose 3, 96 respondents chose 4, and 72 respondents chose 5. The mean for this item is 4.08, indicating a high level of agreement that leaders effectively solved business problems during the Covid-19 pandemic. The standard deviation of 0.91 suggests some variability in the responses.

Overall, the highest mean in Table s4.10 is observed in items no. 1 and 4. The mean score for this item is 4.08, indicating a high level of agreement among the participants perceived the leaders to be effective in meeting organizational requirements, procedures, and solving business problems during the challenging times of the Covid-19 pandemic.

No	Question	1	2	3	4	5	Mean	SD
1	Leader effectively meets the organizational requirements and procedures during Covid-19	5	5	29	98	70	4.08	0.89
2	Leader is effectively in represent me to higher authority especially during pandemic Covid-19	5	9	29	95	69	4.03	0.93
3	Leader effectively meets with my job-related needs while Covid-19 outbreaks	5	8	29	96	69	4.04	0.92
4	Leader effectively solves the business problem during Covid-19	5	7	27	96	72	4.08	0.91

Table 4.10: Descriptive Analysis of Leadership Effectiveness

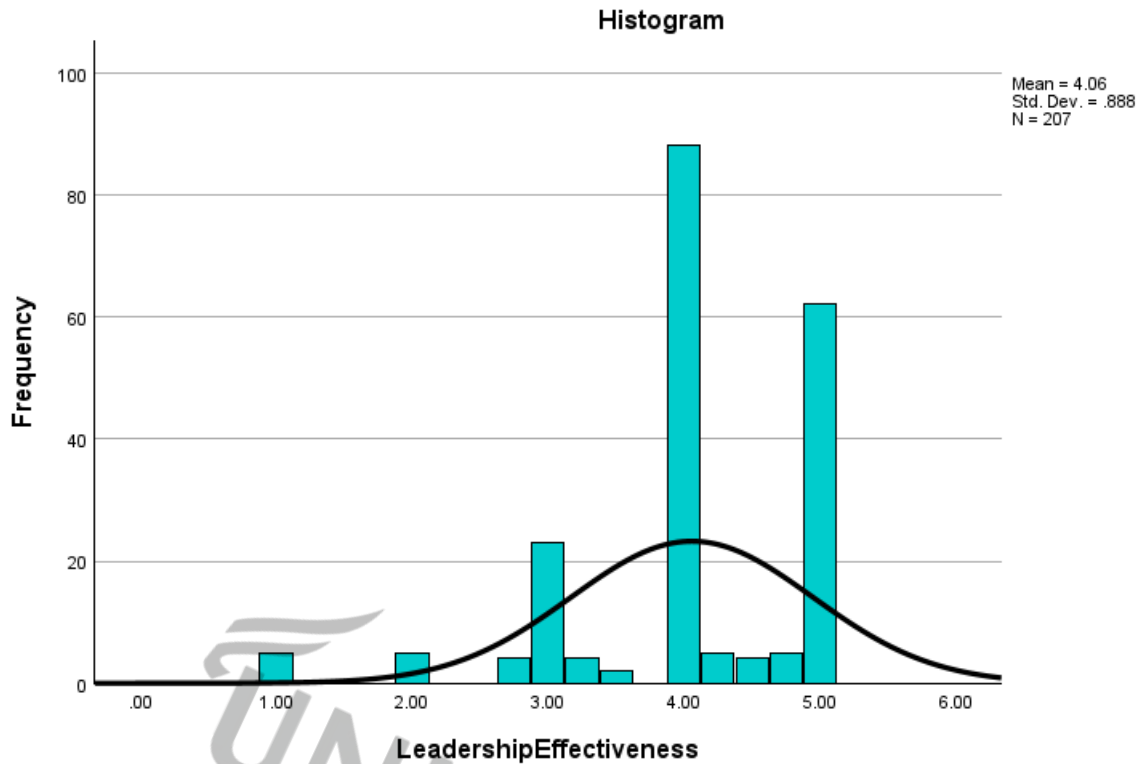


Figure 3. Leadership Effectiveness's Histogram with Normal Curve

4.3.3 Micromanagement

Table 4.11 presents a detailed descriptive analysis of micromanagement during the Covid-19 pandemic. The table consists of three items or questions that aim to assess the extent of micromanagement experienced by the participants. Each question is accompanied by a five-point Likert scale response, ranging from 1 (strongly disagree) to 5 (strongly agree). The table also includes the mean and standard deviation (SD) for each item, providing insights into the overall agreement and variability of responses.

Firstly, Item 1: "Leader is excessive on me in reporting, updates, and control over the procedures during the Covid-19 pandemic." The responses for this item indicate the frequency of each rating on the Likert scale. There were 8 respondents who chose 1 (strongly disagree), 7 respondents who chose 2

(disagree), 29 respondents who chose 3 (neutral), 95 respondents who chose 4 (agree), and 68 respondents who chose 5 (strongly agree). The mean for this item is calculated as 4.00, indicating a relatively high level of agreement that leaders exhibited excessive control and monitoring over reporting, updates, and procedures during the pandemic. The standard deviation of 0.98 suggests some variability in the responses.

Next, item 2: "Leader controls and manipulates time when the pandemic was aggressively affecting the situation." The responses show that 8 respondents chose 1, 9 respondents chose 2, 29 respondents chose 3, 96 respondents chose 4, and 65 respondents chose 5. The mean for this item is 3.97, indicating a moderate level of agreement that leaders exerted control and manipulation over time during the aggressive phase of the pandemic. The standard deviation of 0.99 suggests some variability in the responses.

Lastly, Item 3: "Leader failed in self-subordination during the Covid-19 pandemic." The responses include 7 respondents who chose 1, 17 respondents who chose 2, 27 respondents who chose 3, 95 respondents who chose 4, and 64 respondents who chose 5. The mean for this item is 3.94, indicating a moderate level of agreement that leaders failed in practicing self-subordination during the pandemic. The standard deviation of 1.01 suggests some variability in the responses.

Overall, the highest mean in Table 4.11 is observed in item no. 1. The mean score for this item is 4.00, indicating a moderate level of agreement among the participants that leaders exhibited excessive control and monitoring over reporting, updates, and procedures during the pandemic.

No	Question	1	2	3	4	5	Mean	SD
1	Leader excessive on me in reporting, updates, and control over the procedures during pandemic Covid-19	8	7	29	95	68	4.00	0.98
2	Leader control and manipulate of time when pandemic was aggressively	8	9	29	96	65	3.97	0.99
3	Leader failure in self-subordinate during pandemic Covid-19	7	17	27	95	64	3.94	1.01

Table 4.11: Descriptive Analysis of Micromanagement

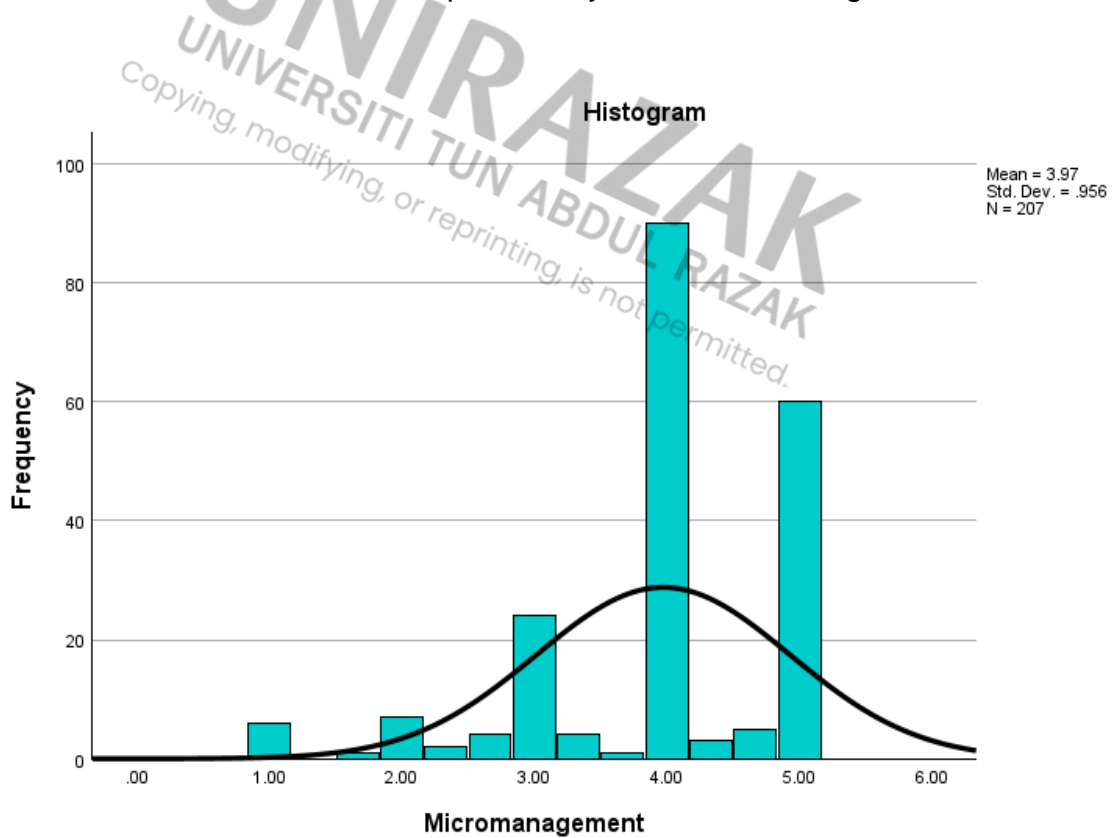


Figure 4. Micromanagement's Histogram with Normal Curve

4.3.4 Job Insecurity

Table 4.12 presents a detailed descriptive analysis of job insecurity during the Covid-19 pandemic. The table consists of five items or questions that aim to assess employees' intentions related to turnover. Each question is accompanied by a five-point Likert scale response, ranging from 1 (strongly disagree) to 5 (strongly agree). The table also includes the mean and standard deviation (SD) for each item, providing insights into the overall agreement and variability of responses.

Firstly, item 1: "There is little chance that I will be unemployed during the Covid-19 pandemic." The responses for this item indicate the frequency of each rating on the Likert scale. There were 12 respondents who chose 1 (strongly disagree), 7 respondents who chose 2 (disagree), 28 respondents who chose 3 (neutral), 99 respondents who chose 4 (agree), and 61 respondents who chose 5 (strongly agree). The mean for this item is calculated as 3.92, indicating a moderate level of agreement that there is a relatively low chance of unemployment during the pandemic. The standard deviation of 1.04 suggests some variability in the responses.

Next, item 2: "I am worried about the continuation of my career during the Covid-19 pandemic." The responses show that 7 respondents chose 1, 9 respondents chose 2, 22 respondents chose 3, 103 respondents chose 4, and 66 respondents chose 5. The mean for this item is 4.02, indicating a moderate level of agreement that employees have concerns about the continuity of their careers during the pandemic. The standard deviation of 0.95 suggests some variability in the responses.

Besides, item 3: "I am afraid of losing my job during outbreaks." The responses include 9 respondents who chose 1, 6 respondents who chose 2, 23 respondents who chose 3, 69 respondents who chose 4, and 73 respondents who

chose 5. The mean for this item is 4.05, indicating a moderate level of agreement that employees have fears about job loss during outbreaks. The standard deviation of 0.99 suggests some variability in the responses.

In addition, item 4: "The value of the importance of my work is likely to be lowered during the Covid-19 pandemic." The responses show that 8 respondents chose 1, 8 respondents chose 2, 27 respondents chose 3, 99 respondents chose 4, and 65 respondents chose 5. The mean for this item is 3.99, indicating a moderate level of agreement that employees perceive a potential decrease in the value and importance of their work during the pandemic. The standard deviation of 0.98 suggests some variability in the responses.

Finally, item 5: "There was a possibility of being moved to other tasks of the same job position within the workplace during the pandemic Covid-19." The responses include 8 respondents who chose 1, 8 respondents who chose 2, 28 respondents who chose 3, 98 respondents who chose 4, and 65 respondents who chose 5. The mean for this item is 3.99, indicating a moderate level of agreement that employees perceive the possibility of being assigned different tasks within their job position during the pandemic. The standard deviation of 0.98 suggests some variability in the responses.

Overall, the highest mean in Table 4.12 is observed in item no. 3: "I am afraid of losing my job during outbreaks." The mean score for this item is 4.05, indicating a moderate level of agreement among the participants that they be fear about losing their jobs during outbreaks.

Item	Question	1	2	3	4	5	Mean	SD
1	There is little chance that I will be unemployed during Covid-19 pandemic	12	7	28	99	61	3.92	1.04
2	I am worried about the continuation of my career during Covid-19 pandemic	7	9	22	103	66	4.02	0.95
3	I am afraid of losing my job during outbreaks	9	6	23	69	73	4.05	0.99
4	The value of the importance of my work is likely to be lowered during Covid-19 pandemic	8	8	27	99	65	3.99	0.98
5	There was a possibility of being moved to other tasks of the same job position within the workplace during the pandemic Covid-19	8	8	28	98	65	3.99	0.98

Table 4.12: Descriptive Analysis of Job Insecurity

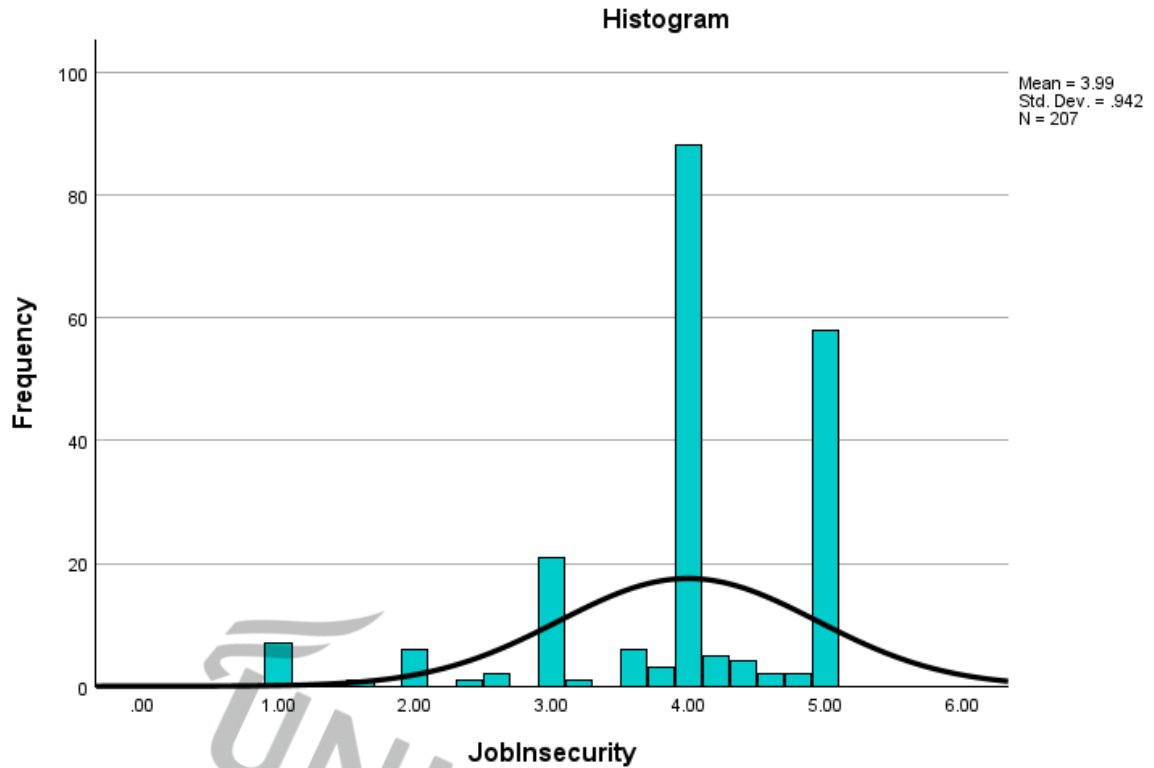


Figure 5. Job Insecurity's Histogram with Normal Curve

4.3.5 Employee Turnover Intention

Table 4.13 presents a descriptive analysis of employee turnover intention, measuring participants' perceptions and feelings regarding their job stability and the difficulties associated with leaving their organization during the pandemic. The table consists of seven items, each accompanied by a five-point Likert scale response ranging from 1 (strongly disagree) to 5 (strongly agree). The table also includes the mean and standard deviation (SD) for each item, providing insights into the overall agreement and variability of responses.

Firstly, item 1: "It would be very hard for me to leave my organization during the pandemic, even if I wanted to." The mean score for this item is 4.06, indicating a moderate level of agreement that it would be challenging to leave the organization during the pandemic, despite personal desires to do so. The standard deviation of 0.93 suggests some variability in the responses.

Next, item 2: "I feel that I have few options to consider leaving this organization." The mean score for this item is 4.01, indicating a moderate level of agreement that participants perceive limited alternatives if they were to consider leaving the organization. The standard deviation of 0.96 suggests some variability in the responses.

Besides, item 3: "Too much of my life would be disrupted if I decided to leave my organization in the post Covid-19." The mean score for this item is 4.06, indicating a moderate level of agreement that leaving the organization would lead to significant disruptions in participants' lives after the pandemic. The standard deviation of 0.89 suggests some variability in the responses.

In addition, item 4: "Even if it were to my advantage, I do not feel it would be right to leave my organization during the pandemic." The mean score for this item is 4.07, indicating a moderate level of agreement that participants do not feel it would be ethically justifiable to leave the organization, even if it would be advantageous for them personally. The standard deviation of 0.92 suggests some variability in the responses.

Moreover, item 5: "I did not leave my organization during the pandemic because I have a sense of obligations to the people in it." The mean score for this item is 4.06, indicating a moderate level of agreement that participants stayed with the organization during the pandemic due to a sense of obligation toward their colleagues or others within the organization. The standard deviation of 0.94 suggests some variability in the responses.

At the same time, item 6: "I have been considering leaving my job because of the management styles." The mean score for this item is 3.99, indicating a moderate level of agreement that participants have considered leaving their job due to issues related to management styles. The standard deviation of 0.98 suggests some variability in the responses.

Lastly, item 7: "I frequently have been scanning for new job opportunities during the pandemic because of the job insecurities in my organization." The mean score for this item is 3.99, indicating a moderate level of agreement that participants have actively searched for new job opportunities during the pandemic due to job insecurities within their organization. The standard deviation of 0.99 suggests some variability in the responses.

Overall, the item with the highest score in Table 4.13 is item no. 4: "Even if it were to my advantage, I do not feel it would be right to leave my organization during pandemic." The mean score for this item is 4.07, indicating that on average, participants tended to agree with this statement. This suggests that the participants may feel a sense of loyalty or obligation to their organization during the pandemic, and that even if they could benefit from leaving, they would still feel that it is not the right thing to do.

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

No	Question	1	2	3	4	5	Mean	SD
1	It would be very hard for me to leave my organization during pandemic, even I wanted to	7	6	22	104	68	4.06	0.93
2	I feel that I have few options to consider leaving this organization	7	8	27	99	66	4.01	0.96
3	Too much of my life would be disrupted if I decided to leave my organization in post Covid-19	5	6	27	103	66	4.06	0.89
4	Even if it were to my advantage, I do not feel it would be right to leave my organization during pandemic	6	6	26	99	70	4.07	0.92
5	I did not leave my organization during pandemic because I have a sense of obligations to the people in it	6	8	25	97	71	4.06	0.94
6	I have been considered leaving job because of the management styles	7	11	247	100	65	3.99	0.98
7	I frequently have been scanning for new job opportunities during pandemic because of the job insecurities in my organization	9	7	27	99	65	3.99	0.99

Table 4.13: Descriptive Analysis of Employee Turnover Intention

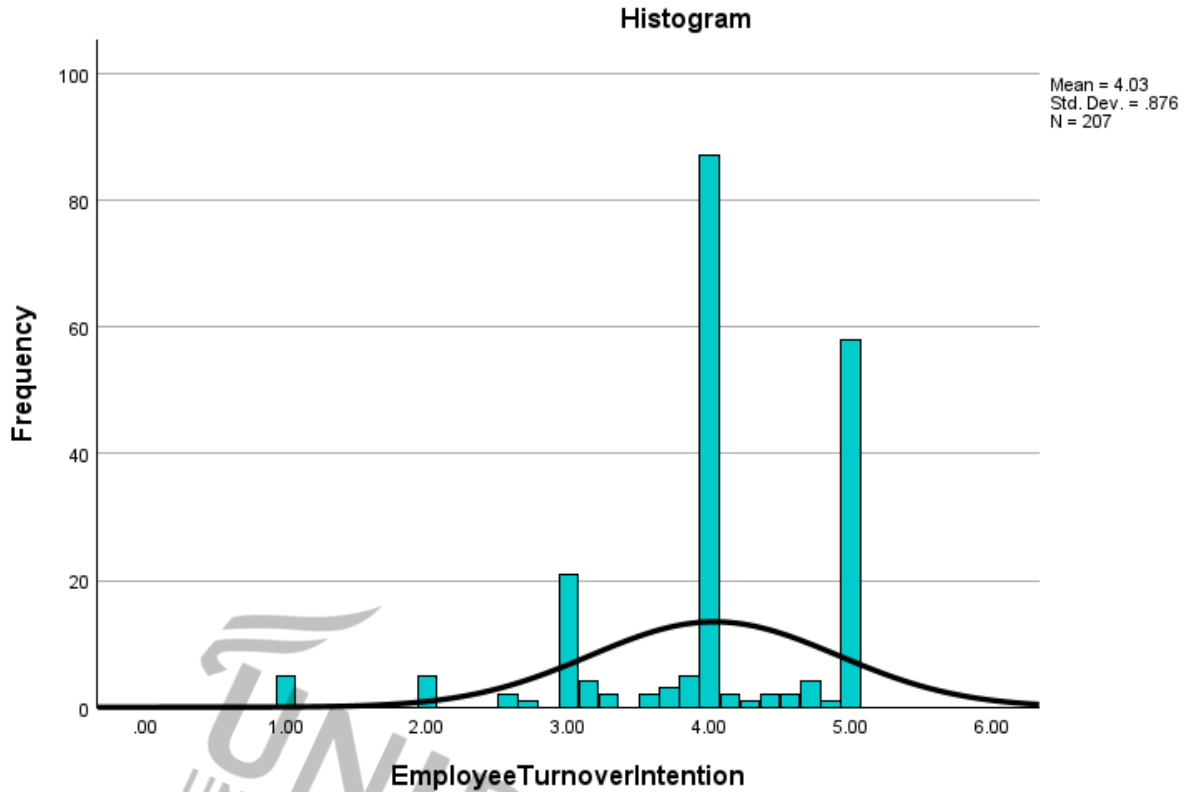


Figure 6. Employee Turnover Intention's Histogram with Normal Curve

4.4 Pearson Correlation Analysis

Pearson correlation analysis was conducted to measure correlation between ethical leadership, leadership effectiveness and micromanagement with employee turnover intention and the mediating of job insecurity. According to Pallant (2016), value of correlation coefficient from .10 to .29 consider small, .30 to .49 consider medium and .50 to 1.0 consider strong.

Correlations

		employeeturn overintention	JobInsecurity	EthicalLeader ship	leadership effectiveness	micromanage ment
employeeturn overintention	Pearson Correlation	1	.933**	.905**	.907**	.934**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	207	207	207	207	207
JobInsecurity	Pearson Correlation	.933**	1	.808**	.802**	.914**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	207	207	207	207	207
EthicalLeadership	Pearson Correlation	.905**	.808**	1	.976**	.817**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	207	207	207	207	207
leadership effectiveness	Pearson Correlation	.907**	.802**	.976**	1	.825**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	207	207	207	207	207
micromanagement	Pearson Correlation	.934**	.914**	.817**	.825**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	207	207	207	207	207

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

Table 4.14: Pearson Correlation Analysis between 5 Variables

4.4.1 Ethical Leadership and Job Insecurity

Table 4.15 presents the results of Pearson's correlation analysis between ethical leadership and job insecurity. In this analysis, ethical leadership is the independent variable, representing the extent to which leaders demonstrate ethical behavior and practices within the organization. Job insecurity is the mediating variable, indicating the employees' perception of the uncertainty and instability of their job.

The correlation coefficient (Pearson correlation) between ethical leadership and job insecurity is 0.81. This indicates a strong positive correlation between the two variables. A correlation coefficient of 0.81 suggests a strong

positive relationship between ethical leadership and job insecurity, meaning that as ethical leadership increases, job insecurity tends to increase as well.

The p-value associated with the correlation coefficient is 0.00, which is less than the significance level of 0.05. This indicates that the correlation between ethical leadership and job insecurity is statistically significant. The significant correlation suggests that higher levels of ethical leadership are associated with higher levels of job insecurity.

Independent variable	Job insecurity	
	Sig.	Pearson correlation
Ethical leadership	0.00	0.81

**Correlation is significant at the 0.05 level (2-tailed)*

Table 4.15: Pearson's Correlation Analysis between Ethical Leadership and Job Insecurity

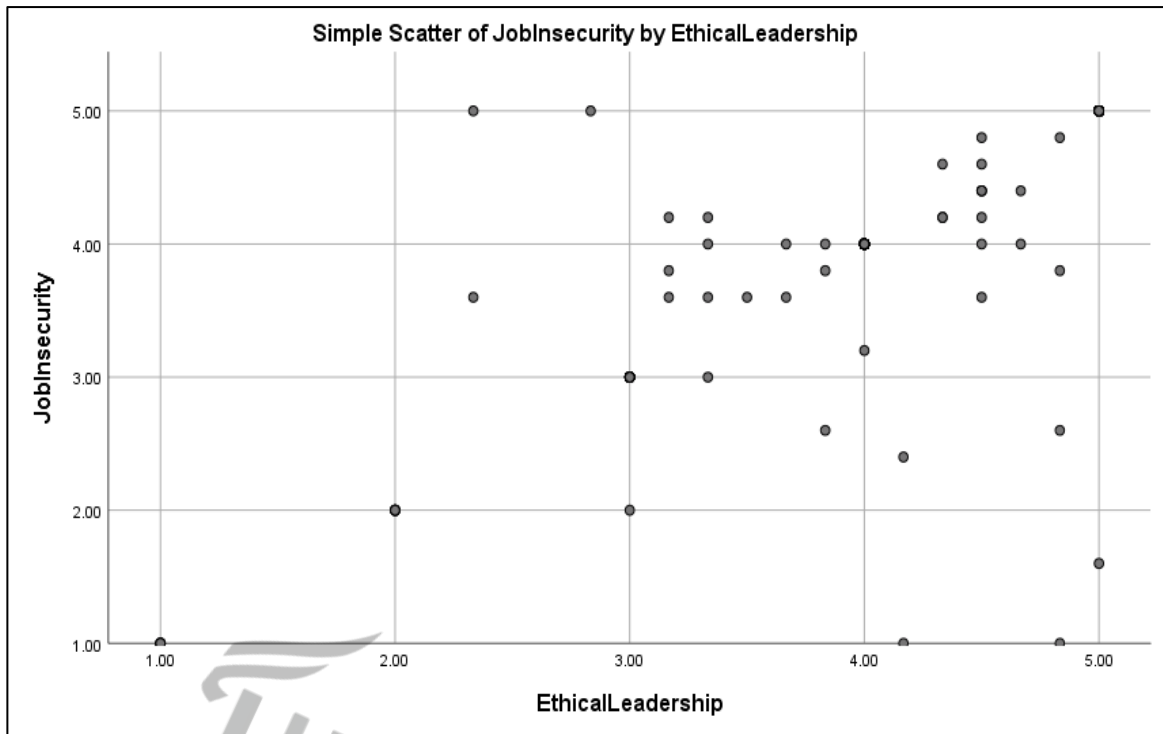


Figure 7: Simple Scatter of Correlation Analysis between Ethical Leadership and Job Insecurity

4.4.2 Leadership Effectiveness and Job Insecurity

Table 4.19 presents the results of Pearson's correlation analysis between leadership effectiveness and job insecurity. The independent variable in this analysis is leadership effectiveness, which represents the level of effective practices behavior that demonstrated by leaders in the organization. The mediating variable is job insecurity, which indicates the intention of employees to leave the organization.

The correlation coefficient (Pearson correlation) between leadership effectiveness and job insecurity is 0.91. This indicates a strong positive correlation between the two variables. In this case, a correlation coefficient of 0.91 suggests a very strong positive relationship between leadership effectiveness and employee turnover intention.

The p-value associated with the correlation coefficient is 0.00, which is less than the significance level of 0.05. This indicates that the correlation between leadership effectiveness and employee turnover intention is statistically significant.

Independent variable	Job insecurity	
	Sig.	Pearson correlation
Leadership effectiveness	0.00	0.80

**Correlation is significant at the 0.05 level (2-tailed)*

Table 4.16: Pearson's Correlation Analysis between Leadership Effectiveness and Job Insecurity

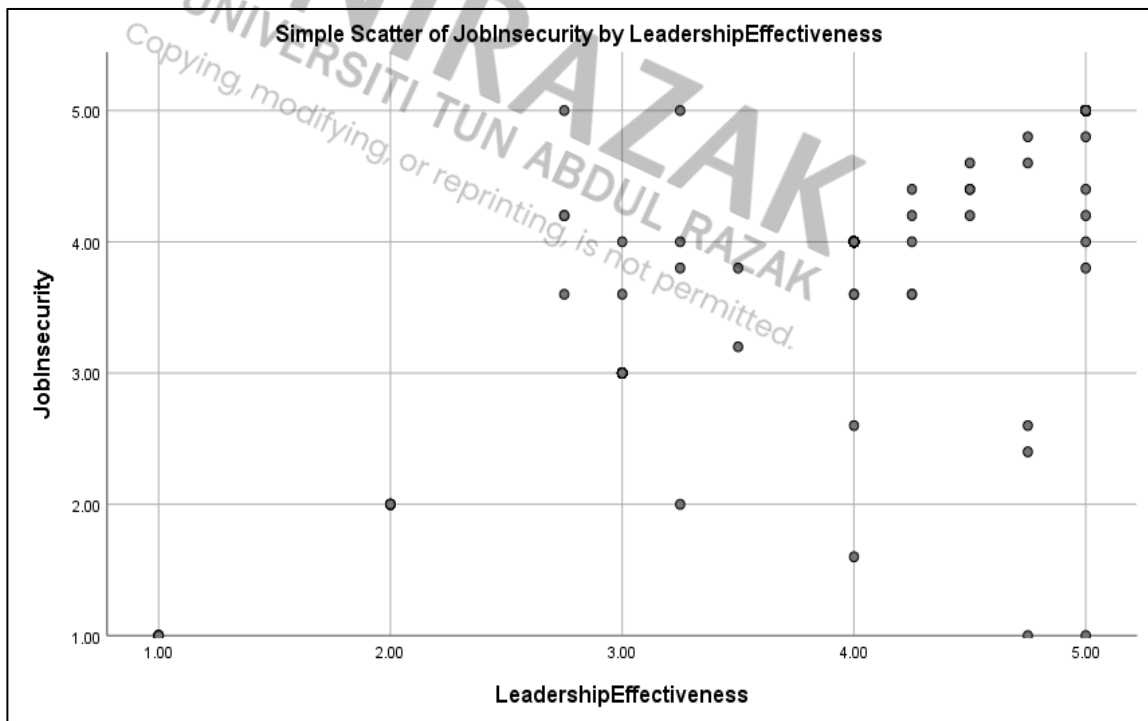


Figure 8: Simple Scatter of Correlation Analysis between Leadership Effectiveness and Job Insecurity

4.4.3 Micromanagement and Job Insecurity

Table 4.17 presents the results of Pearson's correlation analysis between micromanagement and job insecurity. In this analysis, micromanagement is the independent variable, representing the extent to which employees perceive excessive control, monitoring, and interference from their supervisors or managers. Job insecurity as the mediating variable, indicating employees' perception of uncertainty and instability in their job.

The correlation coefficient (Pearson correlation) between micromanagement and job insecurity is 0.91. This indicates a strong positive correlation between the two variables. A correlation coefficient of 0.91 suggests a very strong positive relationship between micromanagement and job insecurity, meaning that as micromanagement increases, job insecurity tends to increase as well.

The p-value associated with the correlation coefficient is 0.00, which is less than the significance level of 0.05. This indicates that the correlation between micromanagement and job insecurity is statistically significant. The significant correlation suggests that higher levels of micromanagement are associated with higher levels of job insecurity.

Independent variable	Job insecurity	
	Sig.	Pearson correlation
Micromanagement	0.00	0.91

**Correlation is significant at the 0.05 level (2-tailed)*

Table 4.17: Pearson's Correlation Analysis between Micromanagement and Job Insecurity

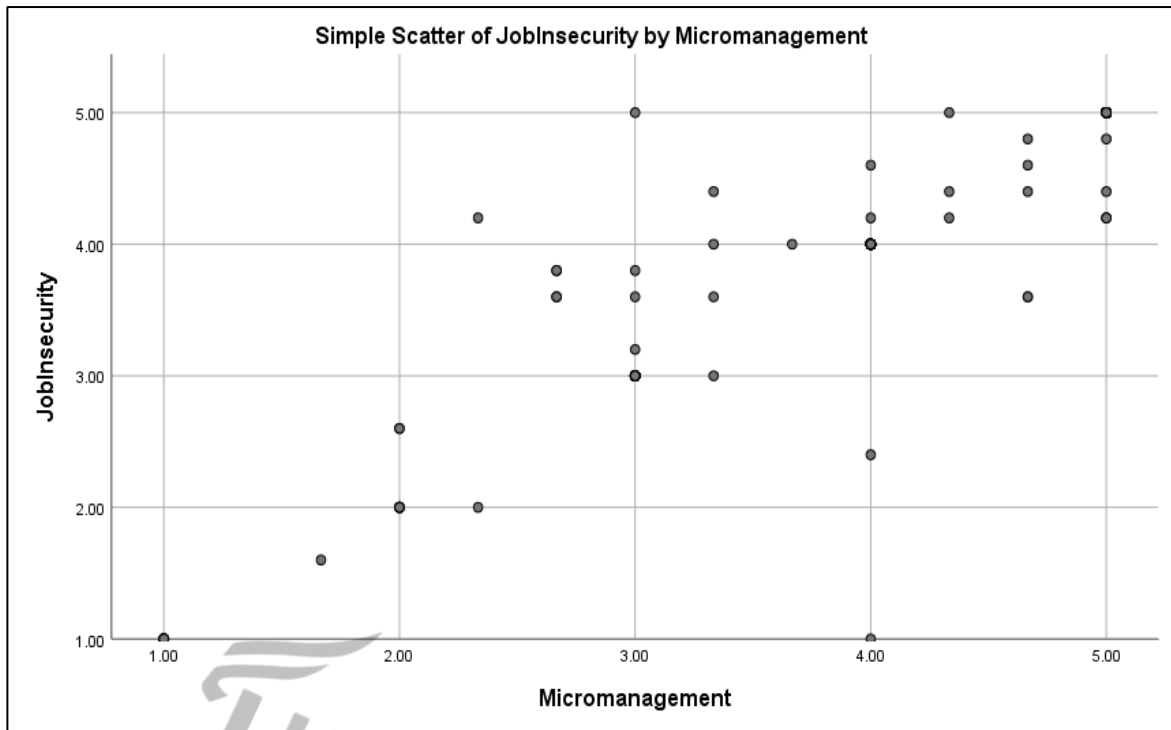


Figure 9: Simple Scatter of Correlation Analysis between Micromanagement and Job Insecurity

4.4.4 Employee Turnover Intention and Job Insecurity

Table 4.18 presents the results of Pearson's correlation analysis between employee turnover intention and job insecurity. In this analysis, employee turnover intention is the dependent variable which representing as employees' intention or inclination to leave their current job or organization. Job insecurity is the mediating variable, indicating employees' perception of uncertainty and instability in their job.

The correlation coefficient (Pearson correlation) between employee turnover intention and job insecurity is 0.93. This indicates a strong positive correlation between the two variables. A correlation coefficient of 0.93 suggests a very strong positive relationship between employee turnover intention and job insecurity, meaning that as employee turnover intention increases, job insecurity tends to increase as well.

The p-value associated with the correlation coefficient is 0.00, which is less than the significance level of 0.05. This indicates that the correlation between employee turnover intention and job insecurity is statistically significant. The significant correlation suggests that higher levels of employee turnover intention are associated with higher levels of job insecurity.

Independent variable	Job insecurity	
	Sig.	Pearson correlation
Employee turnover intention	0.00	0.93

**Correlation is significant at the 0.05 level (2-tailed)*

Table 4.18: Pearson's Correlation Analysis between Employee Turnover Intention and Job Insecurity

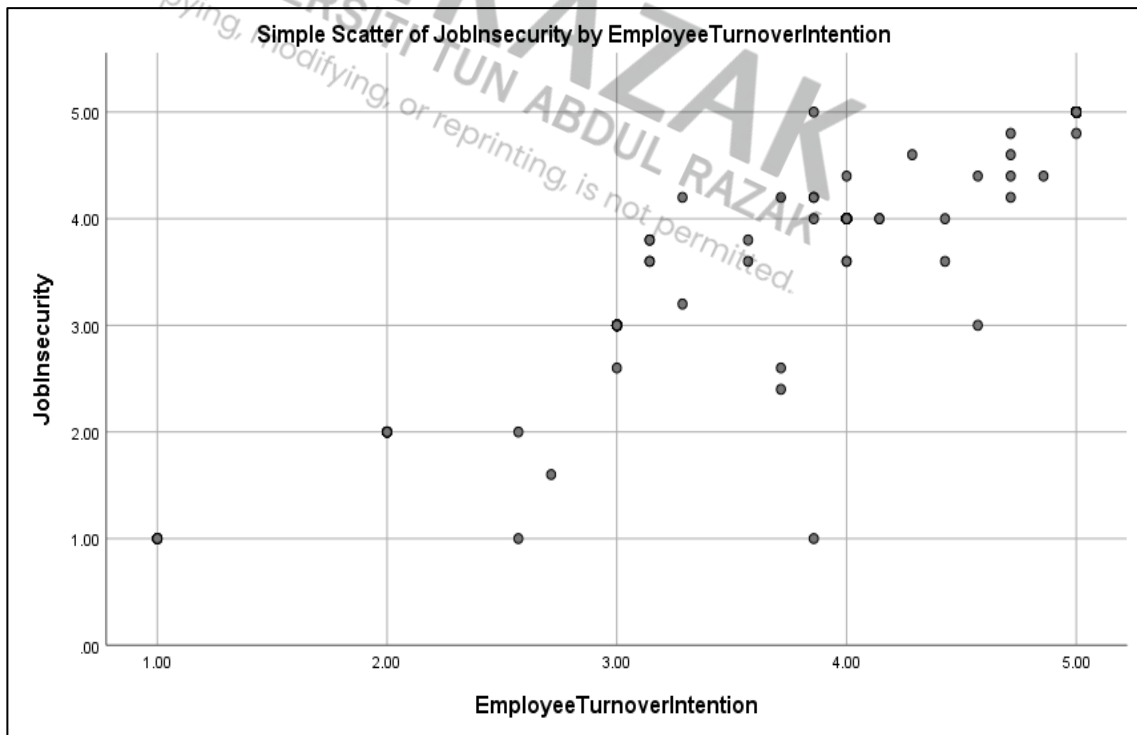


Figure 10: Simple Scatter of Correlation Analysis between Employee Turnover Intention and Job Insecurity

4.5 Independent Sample T-Test

Table 4.19 presents the results of independent sample test between Levene's test for equality of variance and T-test for equality of means. The main point is the t-tests which have been conducted to compare the mean scores of different variables of the 5 variables (ethical leadership, leadership effectiveness, micromanagement, employee turnover intention, and the mediating of job insecurity) between male and female participants. The table provides the mean and standard deviation for each group, as well as the t-value, degrees of freedom (df), and the significance level (p-value) associated with the t-test.



Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
	F	Sig.	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
EthicalLeadership	38.550	.000	205	.000	.56252	.11869	.32852	.79653	
		4.739	101.490	.000	.56252	.13620	.29236	.83269	
leadershipeffectiveness	42.731	.000	205	.000	.58863	.11910	.35382	.82345	
		4.130	101.490	.000	.58863	.13707	.31670	.86057	
micromanagement	46.403	.000	205	.000	.55362	.13007	.29718	.81006	
		4.294	100.316	.000	.55362	.14708	.26208	.84516	
employeeturnoverintention	44.908	.000	205	.000	.55961	.11800	.32696	.79225	
		4.742	101.223	.000	.55961	.13550	.29083	.82839	
JobInsecurity	51.271	.000	205	.000	.48861	.12904	.24419	.75303	
		3.864	103.583	.001	.48861	.14732	.20646	.79075	

Table 4.19: Independent Sample Test

For the variable "Ethical leadership," the mean score for male participants is 3.82 with a standard deviation (SD) of 0.48, while for female participants, the mean score is 4.38 with an SD of 1.18. The t-value is 4.13, and the degrees of freedom are 101.49. The p-value is reported as 0.00, which indicates a significant difference between male and female participants in terms of ethical leadership.

Similarly, for the variable "Leadership effectiveness," the mean score for male participants is 3.82 with an SD of 0.47, and for female participants, the mean score is 4.41 with an SD of 1.20. The t-value is 4.29, and the degrees of freedom are 100.32. The p-value is reported as 0.00, indicating a significant difference in leadership effectiveness between male and female participants.

Regarding the variable "Micromanagement," male participants have a mean score of 3.75 with an SD of 0.58, while female participants have a mean score of 4.30 with an SD of 1.26. The t-value is 3.76, and the degrees of freedom are 107.63. The p-value is reported as 0.00, indicating a significant difference in micromanagement between male and female participants.

For the variable "Employee turnover intention," male participants have a mean score of 3.81 with an SD of 0.47, while female participants have a mean score of 4.37 with an SD of 1.18. The t-value is 4.13, and the degrees of freedom are 101.22. The p-value is reported as 0.00, indicating a significant difference in employee turnover intention between male and female participants.

Lastly, for the variable "Job insecurity," male participants have a mean score of 3.79 with an SD of 0.54, while female participants have a mean score of 4.29 with an SD of 1.27. The t-value is 3.39, and the degrees of freedom are 103.58. The p-value is reported as 0.00, indicating a significant difference in job insecurity between male and female participants.

Overall, the results of the independent sample t-tests suggest that there are significant differences between male and female participants in terms of ethical leadership, leadership effectiveness, micromanagement, employee turnover intention, and job insecurity.

	Male		Female		<i>t</i>	<i>df</i>	Sig. (2-tailed)
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			
Ethical leadership	3.82	0.48	4.38	1.18	4.13	101.49	0.00
Leadership effectiveness	3.82	0.47	4.41	1.20	4.29	100.32	0.00
Micromanagement	3.75	0.58	4.30	1.26	3.76	107.63	0.00
Employee turnover intention	3.81	0.47	4.37	1.18	4.13	101.22	0.00
Job insecurity	3.79	0.54	4.29	1.27	3.39	103.58	0.00

Table 4.20: Independent Sample T-Test between Gender with 5 Variables

4.6 One-Way ANOVA

One way ANOVA was performed as second test of hypothesis. This section divided into three which are significant difference between year born, race and education level with ethical leadership, leadership effectiveness, micromanagement, employee turnover intention and job insecurity.

4.6.1 Year Born with All 5 Variables

Table 4.21 presents the results of a one-way ANOVA (Analysis of Variance) conducted to examine the differences in mean scores of various variables (ethical leadership, leadership effectiveness, micromanagement, employee turnover intention, and job insecurity) based on the year participants were born. The table provides information on the sum of squares, degrees of freedom (df), mean squares, F-value, and significance level (p-value) associated with each ANOVA.

For the variable "Ethical leadership," the ANOVA results show that there is a significant difference in mean scores between the groups based on the year participants were born. The between-groups sum of squares is 20.35, with 3 degrees of freedom, resulting in a mean square of 6.78. The F-value is 9.86, and the p-value is reported as 0.00, indicating a statistically significant difference in ethical leadership based on the year participants were born.

Similarly, for the variable "Leadership effectiveness," the ANOVA results indicate a significant difference in mean scores across the groups. The between-groups sum of squares is 19.84, with 3 degrees of freedom, resulting in a mean square of 6.61. The F-value is 9.41, and the p-value is reported as 0.00, indicating a statistically significant difference in leadership effectiveness based on the year participants were born.

Regarding the variable "Micromanagement," the ANOVA results show a significant difference in mean scores between the groups. The between-groups sum of squares is 18.77, with 3 degrees of freedom, resulting in a mean square of 6.26. The F-value is 7.49, and the p-value is reported as 0.00, indicating a statistically significant difference in micromanagement based on the year participants were born.

For the variable "Employee turnover intention," the ANOVA results reveal a significant difference in mean scores across the groups. The between-groups sum of squares is 23.24, with 3 degrees of freedom, resulting in a mean square of 7.75. The F-value is 11.66, and the p-value is reported as 0.00, indicating a statistically significant difference in employee turnover intention based on the year participants were born.

Lastly, for the variable "Job insecurity," the ANOVA results indicate a significant difference in mean scores between the groups. The between-groups sum of squares is 22.30, with 3 degrees of freedom, resulting in a mean square of 7.43. The F-value is 9.40, and the p-value is reported as 0.00, indicating a statistically significant difference in job insecurity based on the year participants were born.

Overall, the results of the one-way ANOVA suggest that the year participants were born has a significant influence on the mean scores of ethical leaderships, leadership effectiveness, micromanagement, employee turnover intention, and job insecurity. This indicates that generational differences may play a role in shaping these variables, highlighting the importance of considering the cohort effect in understanding leadership and employee-related outcomes.

		Sum of squares	df	Mean Square	F	Sig.
Ethical leadership	Between Groups	20.35	3	6.78		
	Within Groups	139.59	203	0.69	9.86	0.00
	Total	159.94	206			
Leadership effectiveness	Between Groups	19.84	3	6.61		
	Within Groups	142.59	203	0.70	9.41	0.00
	Total	162.43	206			
Micromanagement	Between Groups	18.77	3	6.26		
	Within Groups	169.63	203	0.84	7.49	0.00
	Total	188.40	206			
Employee turnover intention	Between Groups	23.24	3	7.75		
	Within Groups	134.86	203	0.66	11.66	0.00
	Total	158.10	206			
Job insecurity	Between Groups	22.30	3	7.43		
	Within Groups	160.49	203	0.79	9.40	0.00
	Total	182.79	206			

Table 4.21: One Way ANOVA between Year Born with 5 variables

4.6.2 Race with All 5 Variables

Table 4.22 presents the results of a one-way ANOVA (Analysis of Variance) conducted to examine the differences in mean scores of various variables (ethical leadership, leadership effectiveness, micromanagement, employee turnover intention, and job insecurity) based on participants' race. The table provides information on the sum of squares, degrees of freedom (df), mean squares, F-value, and significance level (p-value) associated with each ANOVA.

For the variable "Ethical leadership," the ANOVA results show that there is a significant difference in mean scores between the race groups. The between-groups sum of squares is 30.23, with 3 degrees of freedom, resulting in a mean square of 10.08. The F-value is 15.77, and the p-value is reported as 0.00, indicating a statistically significant difference in ethical leadership based on participants' race.

Similarly, for the variable "Leadership effectiveness," the ANOVA results indicate a significant difference in mean scores across the race groups. The between-groups sum of squares is 28.08, with 3 degrees of freedom, resulting in a mean square of 9.36. The F-value is 14.15, and the p-value is reported as 0.00, indicating a statistically significant difference in leadership effectiveness based on participants' race.

Regarding the variable "Micromanagement," the ANOVA results show a significant difference in mean scores between the race groups. The between-groups sum of squares is 34.13, with 3 degrees of freedom, resulting in a mean square of 11.38. The F-value is 14.97, and the p-value is reported as 0.00, indicating a statistically significant difference in micromanagement based on participants' race.

For the variable "Employee turnover intention," the ANOVA results reveal a significant difference in mean scores across the race groups. The between-groups sum of squares is 28.21, with 3 degrees of freedom, resulting in a mean square of 9.40. The F-value is 14.70, and the p-value is reported as 0.00, indicating a statistically significant difference in employee turnover intention based on participants' race.

Lastly, for the variable "Job insecurity," the ANOVA results indicate a significant difference in mean scores between the race groups. The between-groups sum of squares is 32.52, with 3 degrees of freedom, resulting in a mean square of 10.84. The F-value is 14.64, and the p-value is reported as 0.00, indicating a statistically significant difference in job insecurity based on participants' race.

Overall, the results of the one-way ANOVA suggest that participants' race has a significant influence on the mean scores of ethical leaderships, leadership effectiveness, micromanagement, employee turnover intention, and job insecurity. This implies that individuals from different racial backgrounds may perceive and experience these variables differently, highlighting the importance of considering race as a factor in understanding leadership and employee-related outcomes.

		Sum of squares	df	Mean Square	F	Sig.
Ethical leadership	Between Groups	30.23	3	10.08		
	Within Groups	129.71	203	0.64	15.77	0.00
	Total	159.94	206			
Leadership effectiveness	Between Groups	28.08	3	9.36		
	Within Groups	134.35	203	0.66	14.15	0.00
	Total	162.43	206			
Micromanagement	Between Groups	34.13	3	11.38		
	Within Groups	154.27	203	0.76	14.97	0.00
	Total	188.40	206			
Employee turnover intention	Between Groups	28.21	3	9.40		
	Within Groups	129.89	203	0.64	14.70	0.00
	Total	158.10	206			
Job insecurity	Between Groups	32.52	3	10.84		
	Within Groups	150.27	203	0.74	14.64	0.00
	Total	182.79	206			

Table 4.22: One Way ANOVA between Race with 5 Variables

4.6.3 Education Level with All 5 Variables

Table 4.23 presents the results of a one-way ANOVA (Analysis of Variance) conducted to examine the differences in mean scores of various variables (ethical leadership, leadership effectiveness, micromanagement, employee turnover intention, and job insecurity) based on participants' education levels. The table provides information on the sum of squares, degrees of freedom (df), mean squares, F-value, and significance level (p-value) associated with each ANOVA.

For the variable "Ethical leadership," the ANOVA results show that there is a significant difference in mean scores between the education level groups. The between-groups sum of squares is 35.47, with 3 degrees of freedom, resulting in a mean square of 11.82. The F-value is 19.28, and the p-value is reported as 0.00, indicating a statistically significant difference in ethical leadership based on participants' education levels.

Similarly, for the variable "Leadership effectiveness," the ANOVA results indicate a significant difference in mean scores across the education level groups. The between-groups sum of squares is 36.23, with 3 degrees of freedom, resulting in a mean square of 12.08. The F-value is 19.43, and the p-value is reported as 0.00, indicating a statistically significant difference in leadership effectiveness based on participants' education levels.

Regarding the variable "Micromanagement," the ANOVA results show a significant difference in mean scores between the education level groups. The between-groups sum of squares is 26.87, with 3 degrees of freedom, resulting in a mean square of 8.96. The F-value is 11.26, and the p-value is reported as 0.00, indicating a statistically significant difference in micromanagement based on participants' education levels.

For the variable "Employee turnover intention," the ANOVA results reveal a significant difference in mean scores across the education level groups. The between-groups sum of squares is 32.57, with 3 degrees of freedom, resulting in a mean square of 10.86. The F-value is 17.56, and the p-value is reported as 0.00, indicating a statistically significant difference in employee turnover intention based on participants' education levels.

Lastly, for the variable "Job insecurity," the ANOVA results indicate a significant difference in mean scores between the education level groups. The between-groups sum of squares is 32.75, with 3 degrees of freedom, resulting in a mean square of 10.92. The F-value is 14.77, and the p-value is reported as 0.00, indicating a statistically significant difference in job insecurity based on participants' education levels.

Overall, the results of the one-way ANOVA suggest that participants' education levels have a significant influence on the mean scores of ethical leaderships, leadership effectiveness, micromanagement, employee turnover intention, and job insecurity. This indicates that individuals with different levels of education may perceive and experience these variables differently, highlighting the importance of considering education as a factor in understanding leadership and employee-related outcomes.

		Sum of squares	df	Mean Square	F	Sig.
Ethical Leadership	Between Groups	35.47	3	11.82		
	Within Groups	124.47	203	0.61	19.28	0.00
	Total	159.94	206			
Leadership Effectiveness	Between Groups	36.23	3	12.08		
	Within Groups	126.20	203	0.62	19.43	0.00
	Total	162.43	206			
Micromanagement	Between Groups	26.87	3	8.96		
	Within Groups	161.53	203	0.80	11.26	0.00
	Total	188.40	206			
Employee Turnover Intention	Between Groups	32.57	3	10.86		
	Within Groups	125.53	203	0.62	17.56	0.00
	Total	158.10	206			
Job Insecurity	Between Groups	32.75	3	10.92		
	Within Groups	150.05	203	0.74	14.77	0.00
	Total	182.79	206			

Table 4.23: One Way ANOVA between Education level with 5 Variables

4.7 Conclusion

The primary study results of the collected data analysis by applying SPSS statistical software are presented in this chapter. The results of the study confirmed every association that had been hypothesized when evaluating the research hypothesis. As per result in every section of the analysis that has been used in every section in this chapter, it shown that the hypothesis which involve the leadership approaches styles and job insecurity are rejected, while between job insecurity and employee turnover intention during the pandemic Covid-19 is accepted.



CHAPTER 5

CONCLUSION

5.1 Introduction

The conclusions or findings acquired from Chapter 4 will be further discussed in this chapter. To determine the purpose and significance of the variables that support the hypothesis, each piece of the acquired data was analyzed. Using the SPSS system, everything that occurred were analyzed and subsequently summarized. Additionally, the analysis' limitations were additionally acknowledged and addressed into.

5.2 Conclusion of Findings

The primary objective of this study aimed to investigate the connections between ethical and effective leadership, micromanagement, job insecurity, as well as the potential of employee turnover.

The statistical software SPSS was used to perform a number of inferential statistics procedures on the framework of the conceptual approach. The method of factor analysis has been utilized among various statistical techniques to evaluate the conceptual structure framework. The analysis that has been used confidently are such the demographic analysis, descriptive analysis, Pearson correlation analysis, independent sample t-test analysis, and one-way ANOVA analysis. All the participants have used the Google Form platform that has been provided as the easy way to approach all the targeted respondents.

The purposes of used the demographic data analysis might reveal details about the individual traits of this study' targeted audience. The following could assist everyone to determine what is appropriate along with what to steer clear of doing in order to connect with the audience more deeply. Then, the data are

summarized by applying descriptive statistics. The contentions made by descriptive statistics only apply to the particular information set by which the findings were derived; therefore, seldom extend over the data that the investigation possessed. For the Pearson correlation as the analysis is needed to measure and evaluates the link amongst two variables such in every developed hypothesis in chapter 2, in terms of their strength as well as their direction. Two sampling indicates means across separated categories are compared using the independent samples t-test. It follows that various individuals provide values for every category. Finding out whether the collected specimen's contrast with one another is the aim underlying this test. Finally, the one-way ANOVA is to determine whether fluctuations or various concentrations of that component had a discernible impact on the dependent variable.

5.2.1 Finding of H1 – Ethical Leadership and Job Insecurity

Overall, the results of this analysis suggest that higher levels of ethical leadership are associated with higher job insecurity. Therefore, hypotheses H₁ in this study are rejected because ethical leadership has a significant positive relationship towards the mediating of job insecurity.

5.2.2 Finding of H2 – Leadership Effectiveness and Job Insecurity

Overall, the results of this analysis suggest that higher levels of leadership effectiveness are associated with higher job insecurity. Therefore, hypotheses H₂ in this study are rejected because leadership effectiveness has a significant positive relationship towards the mediating of job insecurity.

5.2.3 Finding of H3 – Micromanagement and Job Insecurity

Overall, the results of this analysis suggest that higher levels of ethical leadership are associated with higher job insecurity. Therefore, hypotheses H₃ in this study are rejected because ethical leadership has a significant positive relationship towards the mediating of job insecurity.

5.2.4 Finding of H4 – Job Insecurity and Employee Turnover Intention

Overall, the results of this analysis suggest that higher levels of job insecurity are associated with higher employee turnover intention. Therefore, hypotheses H₄ in this study are accepted because the mediating of the job insecurity has a significant relationship towards employee turnover intention. In addition, the condition was reinforced by a previous research investigation that discovered a link between feelings of work instability as well as a willingness to leave their current position. Higher job insecurity among employees is associated with greater job-hunting behaviors (Lim, 1996; King, 2000).

To sum up overall analysis that has been used in data collection, it shown that the result of the analysis and this study's hypotheses 1, 2 and 3 are reject while hypothesis 4 is accepted. The discoveries of this research project provide guidance for organizations in regards of actions that ought to be implemented and strategies that can be applied to lessen the negative effects of pandemics as well as related national or worldwide crises which staff members see as unusual and destructive. When it pertains to ensuring employee commitment and loyalty towards the company, leaders are extremely important. This function is crucial in fostering fresh hires' psychological adaptability in the work environment along with reducing churn by discouraging talented workers out of looking elsewhere.

5.3 Limitation of the Study

- i. It turned out difficult to obtain the responses of those who were managerial personnel in the population's samples chosen to reply regarding the questionnaires.
- ii. Because the demographic sample chosen was specific (Construction industry limitedly), it turned out challenging to get a large number of responders. The majority of the respondents might have been prepared to comprehend the styles of leadership in each organization if they had prior working experience.
- iii. The topic of the study solely focuses on the Malaysian construction industry, therefore reduces the spectrum among participants who may represent from a variety of socioeconomic backgrounds.
- iv. Numerous Malaysian businesses were unwilling to participate in survey forms questionnaires during the time in collecting the investigation of the research, as well as the responses from the respondents was also slow.

5.4 Future Research

In subsequent studies, the model could be investigate based on greater numbers of samples of businesses or industries. Particularly, the framework's main concentration focused on the association among each of the independent and dependent variables, should there been a significant mediator, and ought not to consider demographic characteristics into account.

As a result, after additional study, the researchers may elect to incorporate these characteristics into the model, or they might discover another component of leadership principles and approaches styles that hasn't been considered in earlier studies but contributes to the Covid-19 epidemic.

BIBLIOGRAPHY

- Ahmad, S., Fazal-E-Hasan, S., Kaleem, A. (2018). How ethical leadership stimulates academics retention in universities. *International Journal of Educational Management*, 32(7), 1348-1362.
- Abelson, M. A., and B. D. Baysinger. (1984). "Optimal and Dysfunctional Turnover: Toward an Organizational Level Model." *The Academy of Management Review*, 9(2): 331-341.
- Akgunduz Y., Eryilmaz G. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing? *International Journal of Hospitality Management*. 68(3). 41–49.
- Amadi M.N., Amah, Edwinah, Okocha, Belemenanya F. (2022). Micromanaging Behavior and Employee Productivity in SMEs in Rivers State. *International Journal of Research and Innovation in Social Science (IJRISS)*. Volume VI. Issue IV. ISSN 2454-6186.
- Arnold H.J., Feldman D.C. (1982). A multivariate analysis of the determinants of job turnover. *Journal of Applied Psychology*. 67(3). 350–360.
- Aulia H., Syahputra R., Hasibuan D., Labuhanbatu U., Insecurity J., Intention T., Balance W.L. (2021). Analisis lingkungan kerja dan job insecurity terhadap turnover intention dengan work life balance sebagai variable moderating. *Jurnal Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan Jurusan*. 1(10). 323–339.
- Bajrami D.D., Terzic A., Petrovic M.D., Radovanovic M., Tretiakova T.N., Hadoud A. (2021). Will we have the same employees in hospitality after all? The impact of Covid-19 on employees' work attitudes and turnover intentions. *International Journal of Hospitality Management*. <https://doi.org/10.1016/j.ijhm.2020.102754>.
- Barnett, T. And C. Vaicys (2000). The Moderating Effect of Individuals' Perceptions of Ethical Work Climate on Ethical Judgements and Behavioral Intentions. "*Journal of Business Ethics*". 27 (4). 351-362.

- Benach J., Vives A., Amable M., Vanroelen C., Tarafa G., Muntaner C. (2014). Precarious employment: Understanding an emerging social determinant of health. *Annual Review of Public Health*. 35. 229–253.
- Birgit, S., Nicole, T., & Tobias, G. (2007). Turnover intention and preparedness for change: Exploring leader - member exchange and occupational self - efficacy as antecedents of two employability predictors. *Career Development International*, 12(7), 660–679.
- Biron M., Boon C. (2013). Performance and turnover intentions: a social exchange perspective. *Journal of Managerial Psychology*. 28(5). pp. 511-531.
- Bluedorn, A. C. (1978). "A Taxonomy of Turnover." *Academy of Management Review*, 3(3): 647-651.
- Bothma C.F.C., & Roodt G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1). (DOI: <https://doi.org/10.4102/sajhrm.v11i1.507>).
- Boz H., Yılmaz Ö., Arslan A., Koç E. (2016). A comparison of depression and turnover intentions of hotel employees in all-inclusive and non-all-inclusive hotels. In: C. Avcikurt, M.S. Dinu, R. Efe, A. Soykan, & N. Tetik, editors. *Global Issues and Trends in Tourism*. Sofia: ST. KLI Publisher: St. Kliment Ohridski University Press. p. 372–82.
- Brill, S. and McCartney, A. (2008) Stopping the Revolving Door: Increasing Teacher Retention. *Politics and Policy*, 36 pp750–74.
- Brown M.E., Trevino L.K., Harrison D.A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior Human Decision Process*. 97(2). 117–134.
- Brown M.E., Trevinõ L.K. (2006). Ethical leadership: A review and future directions. *Leadership. Q.* 17. 595–616.
- Carol D. (2019). What Happened to an Organization with Bad Management? Small Business, Business Models and Organizational Structure and Organization. Chron. Retrieved from: <https://smallbusiness.chron.com/happens-organization-bad-management-34749.html>

- Chen H., Eyoun K. (2021). Do mindfulness and perceived organizational support work? Fear of COVID-19 on restaurant frontline employees' job insecurity and emotional exhaustion. *International Journal of Hospitality Management*. 94. 102850.
- Chen Y., Liu D., Tang G., Hogan T.M. (2020). "Workplace events and employee creativity: a multistudy field investigation", *Personnel Psychology*, Vol. 74, pp. 211-223, doi: 10.1111/peps.12399.
- Ciulla, J. (1995). Leadership ethics: Mapping the territory. *Business Ethics Quarterly*, 5(1), 5-28.
- Claessens B.J.C., Eerde W.V., Rutte C.G., Roe R.A. (2007). A review of the time management literature. *Personnel Review*. 36(2). pp. 255-276.
- Cohen, A. (1993). Organizational Commitment and Turnover: A Meta-Analysis, *Academy of Management Journal*, 36(5), 1140-1157.
- Coomber, B. and Barriball, K. L. (2007). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: a review of the research literature. *International Journal of Nursing Studies*, 44(2), 297-314.
- Coun Martine J. H., Edelbroek Robin, Peters Pascale, Blomme Robert J (2021). Leading Innovative Work-Behavior in Times of COVID-19: Relationship Between Leadership Style, Innovative Work-Behavior, Work-Related Flow, and IT-Enabled Presence Awareness During the First and Second Wave of the COVID-19 Pandemic. *Journal Frontiers in Psychology*. Volume 12.
- Clugston, M. (2000). The Mediating Effects of Multidimensional Commitment on Job Satisfaction and Intent to Leave, *Journal of Organizational Behavior*, 21, 477-486.
- DeCaro M.S., Thomas R.D., Albert N.B., Beilock S.L. (2011). "Choking under pressure: Multiple routes to skill failure". *Journal of Experimental Psychology: General*. 140(3). 390-406.
- DeRue D.S., Nahrgang J.D., Wellman N., Humphrey S.E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel Psychology*. 64. 7-52.

- De Witte H. (1999). Job insecurity and psychological well-being: Review of the literature and exploration of some unresolved issues. *European Journal of Work and Organizational Psychology*, 2(9), 155–177.
- Dhar, U., Mishra, P. (2001). Leadership effectiveness: A study of constituent factors. *Journal of Management Research*, 1(4), 254-263.
- Dubrovski, D. (2012). Management Mistakes as Causes of Corporate Crises: Countries in Transition. *Managing Global Transitions*, 5(4), 333-354.
- Egan, T.M., Yang, B., and Bartlett, K.R. (2004). The Effects of Organizational Learning Culture and Job Satisfaction on Motivation to Transfer Learning and Turnover Intention, *Human Resource Development Quarterly*, 15(3), 279-301.
- Falahat M., Gee S.K., & Liew C.M. (2019). A model for turnover intention: Banking industry in Malaysia. *Asian Academy of Management Journal*, 24, 79–91. (DOI: <https://doi.org/10.21315/aamj2019.24.s2.6>).
- Glissmeyer, M., Bishop J. W., & Fass, R. D. (2008). Role conflict, role ambiguity and intention to quit the organization: The case of law enforcement. *Academy of Management Journal*, 40(1), 82–111.
- Greenhalgh L., Rosenblatt Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review*. 9(3). 438–448.
- Gyensare, M., Arthur, R., Twumasi, E., Agyapong, J. (2019). Leader effectiveness: the missing link in the relationship between employee voice and engagement. *Cogent Business & Management* 6(1), 1634910.
- Hanisch, K. A., & Hulin, C. L. (1991). General attitudes and organizational withdrawal: An evaluation of a causal model. *Journal of Vocational Behavior*, 39(1), 110-128.
- Han H., Al-Ansi A., Chua B., Tariq B., Radic A., Park S. (2020). The post coronavirus world in the international tourism industry: Application of the theory of planned behavior to safer destination choices in the case of US outbound tourism. *International Journal of Environmental Research and Public Health*. 17. 1–15.

- Hausknecht, J. P., and C. O. Trevor. (2011). "Collective Turnover at the Group, Unit, and Organizational Levels: Evidence, Issues, and Implications." *Journal of Management*, 37(1): 352-388.
- Heimer C. H. (1994). "How can I get my boss to do her job, not mine?". *Executive Female*. (0199-2880). 17(2). 67.
- Hellgren J., Sverke M., Isaksson K. (1999). A two-dimensional approach to job insecurity: Consequences for employee attitudes and well-being. *European Journal of Work and Organizational Psychology*. 8(2). 179–195.
- Hinshaw, A. S., Smeltzer, C., & Atwood, J. R. (1987). Innovative retention strategies for nursing staff. *Journal of Nursing Administration*, 17(6), 8–16.
- İlhami Yücel. (2021). Transformational Leadership and Turnover Intentions: The Mediating Role of Employee Performance during the COVID-19 Pandemic. Business Administration Department. Erzincan Binali Yıldırım University, 24100 Erzincan, Turkey. *Adm. Sci.* 2021, 11(3), 81. Retrieved from: <https://doi.org/10.3390/admsci11030081>.
- ILO. (2021). Monitor: COVID-19 and the World of Work, Seventh edition Updated estimates and analysis.
- Jacobs, E., Roodt, G. (2008). Organisational culture of hospitals to predict turnover intentions of professional nurses. *Health SA Gesondheid*. 13(1). 63-78.
- Jago, A. G. (1982). Leadership: Perspectives in Theory and Research. *Management Science*, 28(3), 315-336.
- Jie C., Monika H. (2022). Adapting careers to the Covid crisis: The impact of the pandemic on employee's career orientations. *Elvesier Inc. Science Direct. Journal of Vocational Behavior*. 139. 103789.
- Joanna Z. (2022). Effects of Poor Management at Work: A List of Disadvantages. *Career Addict*. Retrieved from: <https://www.careeraddict.com/effects-poor-management>.
- Jung HS., Jung YS., Yoon HH. (2021). COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the

- moderating role of generational characteristics. *International Journal Hospitality Management*. 92:102703. (DOI: 10.1016/j.ijhm.2020.102703).
- Kakkar S., Dash S., Vohra N., Saha S. (2020). Engaging employees through effective performance management: an empirical examination. *Benchmarking: An International Journal*. 27(5). pp. 1843-1860.
- Karatepe O.M., Rezapouraghdam H., Hassannia R. (2020). Job insecurity, work engagement and their effects on hotel employees' non-green and non-attendance behaviors. *International Journal of Hospitality Management*. 87(2). 1-12.
- Kilic R., Boz H., Koc E. (2016). Depression turnover intention among hotel employees. *J Manage Economics Res*. 14:318–31. (DOI: 10.13140/RG.2.1.3168.0964/1).
- Kim SS., Im J., Hwang J. (2015). The effects of mentoring on role stress, job attitude, and turnover intention in the hotel industry. *International Journal Hospitality Management*. 48:68–82. (DOI: 10.1016/j.ijhm.2015.04.006).
- King J.E. (2000). "White-Collar reactions to job insecurity and the role of the psychological contract: implications for human resource management", *Human Resource Management*. Vol. 39 No. 1. pp. 79-91. doi: 10.1002/(SICI)1099-050X(200021)39:13.0.CO;2-A.
- Kuo HT., Lin KC., Li IC. (2014). The mediating effects of job satisfaction on turnover intention for long-term care nurses in Taiwan. *Journal of Nursing Management*. 22:225–33. (DOI: 10.1111/jonm.12044).
- Kreitner, R. & Kinicki, A. (2014). *Perilaku Organisasi*. 9 ed. Jakarta: Salemba Empat.
- Kumar RR. (2011). Turn Over Issues in the Textile industry in Ethiopia: A Case of Arba Minch Textile Company. *African Journal of Marketing Management* 3:32-44.
- Lambert, E. G., Hogan, N. L., & Barton, S. M. (2001). The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38(2), 233-250.

- Latifah P., Nurani D.N., Era M.S. (2022). Job insecurity, job engagement and turnover intention of hotel employees in Yogyakarta during Pandemic COVID-19. *Journal of Business and Information Systems*. Vol. 4. No. 2. ISSN:2685-2543. DOI: 10.36067/jbis.v4i2.132.
- Lee S.H., Jeong D.Y. (2017). Job insecurity and turnover intention: Organizational commitment as mediator. *Social Behavior and Personality*. 45(4), 529–536.
- Li, Jie, Khalid, Umer. (2015). *Micromanaging Behavior and Engineering Management: A quantitative study of micromanaging behavior of engineering managers*. Master's program in management, Lund University- School of Economics and Management.
- Lim, V. (1996), "Job insecurity and its outcomes: moderating effects of work-based and non-work based social support", *Human Relations*, Vol. 49 No. 2, pp. 171-194.
- Lin W., Shao Y., Li G., Guo Y., Zhan X. (2021). "The psychological implications of COVID-19 on employee job insecurity and its consequences: the mitigating role of organization adaptive practices", *Journal of Applied Psychology*, Vol. 106 No. 3, pp. 317-329, doi: 10.1037/apl0000896.
- Long CS, Thean LY, Ismail WKW, Jusoh A. (2012). Leadership Styles and Employees' Turnover Intention: Exploratory Study of Academic Staff in a Malaysian College. *World Appl Sci J* 19: 575-581.
- O'Keefe D.F., Howell G.T., Squires E.C. (2019). Ethical leadership begets ethical leadership: exploring situational moderators of the trickle-down effect. *Ethics and Behavior*. 1–20. Retrieved from: <https://doi.org/10.1080/10508422.2019.1649676>.
- Madanchian M., Hussein N., Noordin F., Taherdoost H. (2018). The impact of ethical leadership on leadership effectiveness among SMEs in Malaysia. *Procedia Manufacturing*. 22. 968-974. Retrieved from: <https://doi.org/10.1016/j.promfg.2018.03.138>.
- Martin, G., Gómez–Mejía, L. R., Berrone, P., & Makri, M. (2017). Conflict between

- Controlling Family Owners and Minority Shareholders: Much Ado about Nothing? *Entrepreneurship Theory and Practice*. 41(6). 999–1027. <https://doi.org/10.1111/etap.12236>
- Marzuqi N.A. (2021). Pengaruh job insecurity, job satisfaction dan lingkungan kerja terhadap turnover intention karyawan. *Jurnal Ilmu Manajemen*. 9(4). 1393–1405.
- Mayhew R. (2020). Micromanagement's Effect on Employees. *Chron*. <https://smallbusiness.chron.com/disadvantages-impulsivemanagement-36243.html>.
- Meral E., Irge S., Seval A., Lutfihak A. (2012). The Impact of Ethical Leadership and Leadership Effectiveness on Employee's Turnover Intention: The Mediating Role of Work-Related Stress. 8th International Strategic Management Conference. Elsevier Ltd. *Procedia - Social and Behavioral Sciences* 58 (2012) 289 – 297.
- Meyer J., Allen N., Smith C. (1993). Commitment to organizations and occupations: extension and test of a three-component conceptualization. *Journal of Applied Psychology*. 4. 538-551.
- Miao, Q., Eva, N., Newman, A., Nielsen, I., Herbert, K. (2020). Ethical Leadership and Unethical Pro-Organizational Behavior: The Mediating Mechanism of Reflective Moral Attentiveness. *Applied Psychology*, 69(3), 834-853.
- Michelle Hayden. (2022). A qualitative investigation into the Great Resignation in Ireland: The reasons behind employee turnover within the tech industry during the COVID-19 pandemic. Master of Arts in Human Resource Management, National College of Ireland.
- Mobley W.H., Griffeth R.W., Hand H.H. Meglino B.M. (1979). Review and Conceptual Analysis of the Employee Turnover Process. *Psychological Bulletin*, 86, 493-522.
- Moynihan, D. P. and Pandey, S. K. (2008) The Ties That Bind: Social Networks, Person-Organization Value Fit, and Turnover Intention. *Journal of Public Administration Research and Theory*, 18 pp205–28.

- Nella D., Panagopoulou E., Galanis N., Montgomery A., Benos A. (2015). Consequences of job insecurity on the psychological and physical health of Greek civil servants. *BioMed Research International*.
- Ngamkroeckjoti C, Ounprechavanit P, Kijboonchoo T. (2012). Determinant Factors of Turnover Intention: A case study of Air Conditioning Company in Bangkok, Thailand. *International Conference on Trade, Tourism and Management*, pp: 21-22.
- Piccolo, R., Greenbaum, R., Den Hartog, D., Folger, R. (2010). The relationship between ethical leadership and core job characteristics. *Journal of Organizational Behavior* 31, 259-278.
- Porter, L. W., Steers, R. M., Mowday, R. T. and Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609.
- Rainey, H. G. (2003) *Understanding and Managing Public Organizations*, 3rd ed. San Francisco, CA: Jossey-Bass.
- Ratnasari S. L., Lestari L. (2020). Effect of Leadership Style, Workload and Job Insecurity on Turnover Intention. *International Journal of Innovation, Creativity and Change*. 11(12), 299–313.
- Reilly, M., Minnick, C., & Baack, D. (2011). *The Five Functions of Effective Management*. San Diego, CA: Bridgepoint Education, Inc.
- Reina C.S., Rogers K.M., Peterson S.J., Byron K., Hom P.W. (2018). Quitting the Boss? The Role of Manager Influence Tactics and Employee Emotional Engagement in Voluntary Turnover. *Journal of Leadership and Organizational Studies*. 25(1). 5–18. Retrieved from: <https://doi.org/10.1177/1548051817709007>.
- Robinson, R. N.S., Kralj, A., Solnet, D. J., Goh, E., Callan, V. (2014). Thinking job embeddedness not turnover: Towards a better understanding of frontline hotel worker retention. *International Journal of Hospitality Management*, Volume 36, pp. 101-109.

- Ruiz-Palomino P., Linuesa-Langreo J. (2018). Implications of person–situation interactions for Machiavellians’ unethical tendencies: The buffering role of managerial ethical leadership. *Eur. Management. J.* 36. 243–253.
- Schein E. (2004). *Organizational Culture and Leadership*. 3rd ed. Jossey-Bass: San Francisco CA. USA.
- Selden, S. C., and D. P. Moynihan. (2000). “A Model of Voluntary Turnover in State Government.” *Review of Public Personnel Administration*, 20(2): 63-74.
- Shaw, J. D., J. E. Delery, G. D. Jenkins, and N. Gupta. (1998). “An organization-Level Analysis of Voluntary and Involuntary Turnover.” *Academy of Management Journal*, 41(5): 511-525.
- Shoss M.K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*. 43. 1911–1939. doi: 10.1177/0149206317691574.
- Simon Booth, Kristian Hamer (2007). “Labour turnover in the retail industry” the *Inte. J. Retail distribution manage.* 35 (4): 289-307.
- Singh P., Loncar N. (2010). Pay Satisfaction, Job Satisfaction and Turnover Intent. *Industrial Relations Journal*. 65(3). pp. 470-490.
- Staufenbiel T., Konig C.J. (2010). A model for the effects of job insecurity on performance, turnover intention, and absenteeism. *Journal of Occupational and Organizational Psychology*. 83(1). 101–117.
- Stiglbauer B., Selenko E., Batinic B., Jodlbauer S. (2012). On the link between job insecurity and turnover intentions: Moderated mediation by work involvement and well-being. *Journal of Occupational Health Psychology*. 17(3). 354–364.
- Suhaidah H., Xian S.H. (2019). Factors Affecting Employees’ Turnover Intention in Construction Companies in Klang, Selangor. *KnE Social Science* pp. 108-131. [DOI: <https://dx.doi.org/10.18502/kss.v3i22.5047>].
- Tett, R. P. & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293.

- Urbancov H., Linhartov L. (2011). Staff turnover as a possible threat to knowledge loss. *Journal of Competitiveness*. 3:84–98. (DOI: <https://www.cjournal.cz/files/69.pdf>).
- Urbanaviciute I., Lazauskaite-Zabielske J., Vander Elst T., De Witte H. (2018). Qualitative job insecurity and turnover intention: The mediating role of basic psychological needs in public and private sectors. *Career Development International*. 23(3). 274–290.
- Weibel A., Den Hartog D.N., Gillespie N., Searle R., Six F., Skinner D. (2016), “How do controls impact employee trust in the employer?”. *Human Resource Management*. Vol. 55 No. 3. pp. 437-462.
- Wen B, Zhou X, Hu Y, Zhang X. (2020). Role Stress and turnover Intention of front-line hotel employees: the roles of burnout and service climate. *Front Psychol*. 11:36. (DOI: 10.3389/fpsyg.2020.00036).
- Wu, X. & Polsaram, P. (2013). Factors Influencing Employee Turnover Intention: The Case of Retail Industry in Bangkok, Thailand. *Finance, Investment, Marketing and Business Administration Journal*, 3(3), pp. 127-142.
- Yang J., Wittenberg P. (2016). Perceived Work - related Factors and Turnover Intention - A Case Study of a South Korean Construction Company. Master's Thesis. Dalarna University Falun, Sweden.
- Yeon-Sun K., Dong-jin S., Bo-Kyeong K. (2023). Effect of Covid-19-Induced Changes on Job Insecurity, Presenteeism, and Turnover Intention in the Workplace - An Investigation of Generalized Anxiety Disorder among Hotel Employees Using the GAD-7 Scale. *Sustainability*. 15, 5377. Retrieved from: <https://doi.org/10.3390/su15065377>.
- Yukl G., Mahsud R., Hassan S., Prussia G.E. (2013). An improved measure of ethical leadership. *Journal of Leadership and Organizational Studies*. 20(1). 38–48. Retrieved from: <https://doi.org/10.1177/1548051811429>.
- Zhao, J., Sun.W, Zhang, S., Zhu, X. (2020). How CEO Ethical Leadership Influences Top Management Team Creativity: Evidence from China. *Frontiers in Psychology*, 11. Retrieved from: <https://doi.org/10.3389/fpsyg.2020.00748>

Zhang, M. and Zhang, D. (2003) New Process of Foreign Employees Voluntary Turnover Model Research. *Foreign Economy and Management*, 9, 24-28.



APPENDICES

Appendix A – Google Form Questionnaires



ETHICAL LEADERSHIP, LEADERSHIP EFFECTIVENESS, AND MICROMANAGEMENT INFLUENCED EMPLOYEE TURNOVER INTENTION: THE MEDIATING ROLE OF JOB INSECURITIES

I am student at University Tun Abdul Razak undergoing Master's in Business Administration with majoring in Project Management's program. I am conducting this research study to fulfill the requirement of my final year research project. The objective of this study's survey attempted to investigate the relationship between employee turnover intention, leadership styles which is ethical leadership, leadership effectiveness and micromanagement and the mediating role of job insecurities by post Covid-19.

Kindly respond to every single one of inquiries as best as possible. None of the responses to whichever of these assertions is incorrect. All responses and data collected will be handle in the strictest confidentiality and will only be utilized for research purposes.

Your participation is fully appreciated and thank you for spending your precious time.

Regards, and for any enquiries about the study or participant's rights, do not hesitate to contact:

Noor ~~Jazmaliana~~ Binti ~~Jaluddin~~ (M21711024)
n.jazmaliana217@ur.unirazak.edu.my
(016-6664247)
Master in Business Administration
(Majoring in Project Management)
Graduate School of Business
University Tun Abdul Razak, Kuala Lumpur.

* Indicates required question

PART A

General Demographic Information

This section would be personal detail of the respondent

1. 1. Gender / Jantina *

Mark only one oval.

- Male
 Female

2. 2. Born Year / Tahun Kelahiran *

Mark only one oval.

- 1946 - 1964 (Baby Boomers)
 1965 - 1980 (Generation X)
 1981 - 1996 (Millennial / Generation Y)
 1997 - 2012 (Generation Z)

3. 3. Race / Bangsa *

Mark only one oval.

- Malay / Melayu
 Chinese / Cina
 Indian / India
 Others / Lain-lain

4. 4. Marriage Status / Status Perkahwinan *

Mark only one oval.

- Single / Bujang
 Married / Berkahwin
 Others / Lain-lain

5. 5. Educational Qualification *

Mark only one oval.

- Secondary or Below Qualification / Sijil
- Higher Secondary / Diploma
- Bachelor's Degree / Ijazah
- Postgraduate Degree or higher / Sariana

PART B

Factors that influenced employee turnover intention during Covid-19 pandemic.
This Part B have 3 sections which in total have 5 variables to be answer by respondent.

Answer Scale :

(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree.

SECTION 1 - ETHICAL LEADERSHIP

6. 1. Leader discusses business ethics or values with employees during pandemic *
outbreak.

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

7. 2. During pandemic, leaders sets an example of how to do things the right way in terms of ethics *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

8. 3. Leader listens to what employees have to say and advice to solve the business problem during Covid-19 *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

9. 4. Leader makes fair and balanced decisions during Covid-19 for each employees *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

10. 5. Leader can be trusted and has the best interest in mind of employees with ethical styles during Covid-19 *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

11. 6. Leader disciplined employees who violate ethical standards during Covid-19 *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

LEADERSHIP EFFECTIVENESS

12. 1. Leader effectively meet the organizational requirements and procedures during Covid-19 *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

13. 2. Leader is effectively in represent me to higher authority especially during pandemic Covid-19 *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

14. 3. Leader effectively meet with my job-related needs while Covid-19 outbreaks *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

15. 4. Leader effectively solve the business problem during Covid-19 *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

MICROMANAGEMENT

16. 1. Leader excessive on me in reporting, updates, and control over the procedures during pandemic Covid-19 *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

17. 2. Leader control and manipulate of time when pandemic was aggressively *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

18. 3. Leader failure in self-subordinate during pandemic Covid-19 *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying or reprinting, is not permitted.

SECTION 2

JOB INSECURITY

19. 1. There is little chance that I will be unemployed during Covid-19 pandemic *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

20. 2. I am worried about the continuation of my career during Covid-19 pandemic *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, reprinting, is not permitted.

21. 3. I am afraid of losing my job during outbreaks *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

22. 4. The value of the importance of my work is likely to be lowered during Covid-19 pandemic *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

23. 5. There was a possibility of being moved to other tasks of the same job position within the workplace during the pandemic Covid-19

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

SECTION 3

EMPLOYEE TURNOVER INTENTION

24. 1. It would be very hard for me to leave my organization during pandemic, even I wanted to *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

25. 2. I feel that I have few options to consider leaving this organization *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

26. 3. Too much of my life would be disrupted if I decided to leave my organization *
in post Covid-19

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

UNIRAZAK
UNIVERSITI TUN ABDUL RAZAK
Copying, modifying, or reprinting, is not permitted.

27. 4. Even if it were to my advantage, I do not feel it would be right to leave my organization during pandemic *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

28. 5. I did not leave my organization during pandemic because I have a sense of obligations to the people in it *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

29. 6. I have been considered leaving job because of the management styles *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

30. 7. I frequently have been scanning for new job opportunities during pandemic because of the job insecurities in my organization *

Mark only one oval.

Strongly Disagree

1

2

3

4

5

Strongly Agree

This content is neither created nor endorsed by Google.

Google Forms

Appendix B

APPROVAL PAGE

TITLE OF PROJECT PAPER : Ethical Leadership, Leadership Effectiveness, and Micromanagement Influenced Employee Turnover Intention: The Mediating Role of Job Insecurities

NAME OF AUTHOR : Noor Jazmaliyana Binti Jaluddin

The undersigned certify that the above candidate has fulfilled the condition of the project prepared in partial fulfillment for the degree of Master of Business Administration.

SUPERVISOR

Signature : _____

Name : Assoc. Prof. Dr. Mohd Yaziz Mohd Isa

Date :

ENDORSED BY

Dean

Graduate School of Business

Date :