Concept paper on the Turnover Intention and Lack of Job Satisfaction of Engineers in a Malaysian Company: A Qualitative Case Study

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Abstract

This study investigates turnover intention among young engineers in a Malaysian company, focusing on the complex interrelations between job satisfaction, job embeddedness, and leadership styles. The research aims to comprehend the factors influencing turnover intention in this specific demographic within the engineering sector of Auto Electronics, Shah Alam. A qualitative approach incorporating semi-structured interviews, guided by an interview guide is employed to gather data from 10 past engineers of Auto Electronics. The study is hoped to reveal significant associations between job satisfaction, job embeddedness, and turnover intention among young engineers. Previous research indicates that higher levels of job satisfaction results in lower turnover intention, highlighting its critical role in retaining young engineering talent. Moreover, studies also highlight that job embeddedness is a crucial factor, with strong organization connections and fit leading to decreased turnover intention among engineers. Furthermore, the study delves into the impact of leadership styles, identifying transformational leadership and transactional leadership as particularly influential in shaping job satisfaction and job embeddedness, consequently affecting turnover intention. Effective leadership styles that prioritize mentorship, support, and empowerment exhibit a considerable mitigating effect on turnover intention among young Malaysian engineers. It is hoped that the findings of the study will shed light on the effects of job satisfaction, job embeddedness, and leadership styles on the turnover intention of young engineers in Auto Electronics company.

Keywords: Turnover intention, job satisfaction, job embeddedness, leadership, engineers, Malaysia

Introduction

The employability landscape for engineers in Malaysia is influenced by several broad perspectives and ongoing trends. The most notable are industry demand and technological advancements. Malaysia's engineering sector is driven by demand from industries such as manufacturing, construction, technology, and infrastructure development. Recent trends show a growing need for engineers, skilled in emerging technologies like artificial intelligence, robotics, renewable energy, and smart

infrastructure (The Star, 2023). The industry seeks engineers capable of adapting to technological advancements and integrating them into practical solutions.

A challenge often observed is the skills gap between what engineering graduates possess and what the industry demands. There's a growing emphasis on producing industry-ready graduates with practical skills, problem-solving abilities, soft skills, and the capacity to work in multidisciplinary teams. Initiatives such as industry-academic partnerships, internships, and practical training programs aim to bridge this gap. Beyond technical expertise, employers seek engineers with strong communication skills, leadership capabilities, adaptability, and problem-solving aptitude (Yottabyte, 2023). Engineers are increasingly expected to assume leadership roles, manage teams, and effectively communicate complex technical concepts to non-technical stakeholders.

In the context of engineers in Malaysia, one possible reason for the high turnover rate is the lack of job satisfaction. Job satisfaction can be defined as "a feeling of fulfillment or enjoyment that a person derives from their job. It is a measurement of workers' contentedness with their job, whether they like the job or individual aspects or facets of the job" (BasuMallick, 2021). It encompasses factors such as the level of autonomy, challenging tasks, recognition, work-life balance, and the overall fulfillment derived from their work. Engineers who are dissatisfied with their job might exhibit higher turnover intentions (Ngo-Henha, 2017). A lack of work-life balance such as long working hours, excessive workload, or limited flexibility, can negatively impact job satisfaction and increase turnover intention as well (Krapivin, 2023).

The level of commitment an engineer feels towards their organization can also impact turnover intention. Engineers who feel a strong sense of loyalty and attachment to their company are less likely to consider leaving, while those with weaker organizational commitment may be more inclined to explore other opportunities. The availability of career growth and advancement opportunities within an organization is also vital for engineers (Ramaswami, 2022).

In addition to that, if employees perceive their jobs as lacking in motivational factors and job embeddedness, they may also consider leaving their companies (Kumari et al., 2012). "Employee motivation is driven by intrinsic and extrinsic factors toward work-related activities" (Perkbox Blog, 2023) whereas job embeddedness can be described as the "collection of forces that influence employee retention. Its emphasis is on all of the factors that keep an employee on the job, rather than the psychological process one goes through when quitting" (Paul, 2020). On top of that, dissatisfaction with leadership style which refers to the behavioral approach employed by leaders to influence, motivate, and direct their followers (CFI Team, 2022) can also lead to an employee leaving his/her job.

Compensation and benefits are incentives that motivate engineers, like any other professionals, to stay in a job. Competitive salary packages, performance-based incentives, health benefits, and other perks can influence their decision to stay or leave an organization. The workplace environment is also a contributing factor for engineers. A positive work environment that fosters collaboration, open communication, and a supportive culture is critical for retaining engineers. If the workplace environment becomes toxic, characterized by conflicts, lack of respect, or ineffective management, engineers may seek alternative employment options (De Smet et al., 2022). Further to

this, engineers are also typically driven by continuous learning and professional growth. Organizations that provide opportunities for training, skill development, and career advancement are more likely to retain engineers. Lack of professional development prospects can lead to disillusionment and higher turnover intention (Kumari et al., 2012). Thus, as described above numerous factors can lead to an employee staying or leaving his/her job. The present study will take into consideration these key factors in its investigation of the high turnover rate among young engineers at an engineering firm in Shah Alam.

Why the Need for this Study?

Retention of engineers is often a huge issue companies face in Malaysia. It is believed that of all employees, engineers are the most difficult group to retain (Engineering Copywriter, 2020). Engineers are believed to be the most likely group of individuals to quit their jobs, as they are constantly being tempted by other offers. This scenario is more evident today, especially when the global landscape and economy are in a volatile state, causing many industries to receive severe impacts on employee turnovers and retention issues.

High turnover rates and poor retention will significantly hurt companies and businesses. Recruiting a replacement is a costly activity, as businesses will need to spend considerable time and financial resources to search and vet through for talents. High turnover rates also result in low productivity within the company. When an engineer starts to seriously consider alternative employment options, they will most likely become less engaged in their current work role, leading to huge productivity issues for the business. Poor engineer retention also damages morale within the company. An engineer leaving a team can create a void that can be disruptive and hurts other employees' ability to focus on their work. The replacement engineer can also experience low morale if he/she is left to pick up the slack from the newly departed employee, which also causes disruptions and unsettling situations within the team/business. Team dynamics can also be disrupted, causing lower morale levels when a favorite or liked engineer is leaving the team (Reis et al., 2023).

Newly hired engineers will not be able to add value immediately upon their enrolment. Most of the time newly hired engineers will not join the company and immediately dive into productive work (Shoebridge, 2021). Newly hired engineers will most probably get less work done because they will probably need more time to figure out how work gets done within the company, how to steer through the company's workflows, understand the processes, and establish good working relationships with their managers and peers. Hence, it is clear that it is very important to find out the causes of high turnover in order to curb this trend and that is the main driving force of this study.

Previous research has examined numerous elements that contribute to job satisfaction. Chang et al. (2017) investigated the intrinsic and extrinsic motivation factors within the hospitality industry in Taiwan (Chang & Teng, 2017). Prima Dewi et al. (2021) conducted a study to investigate job satisfaction among lecturers in Indonesia by researching the effects of burnout (Prima Dewi et al., 2021). Sugathadasa et al. (2021) also performed a study in Sri Lanka to identify the motivation factors of engineers; -however all these studies focused on the construction industry (Sugatadasa

et al., 2021). There have been very few studies focusing on job satisfaction and intention to leave among young engineers within Malaysia, especially within the Oil & Gas industry. Most of the previous studies were conducted on other industries such as construction, automobile, and education, to name a few.

In addition to that, although previous studies have employed somewhat similar frameworks in investigating turnover intention, none of them have combined job satisfaction, job embeddedness, and leadership styles into one framework to investigate engineers' turnover intention. As such, this study will fill this research gap in an attempt to add new insights and new knowledge to this field.

Research Objective

This research aims to investigate the relationship between a lack of job satisfaction and turnover intention of young engineers in Auto Electronics by undertaking a case study on ten young engineers who have left the company. A semi-structured interview approach will be used. The underlying theories guiding the research will be the Two-Factor Theory for motivation (Alshmemri et al., 2017), the Theory of Job Embeddedness for turnover intention (Mitchell et al., 2001), and the Theory of Transformational and Transactional Leadership for leadership styles (Lutkevich & Pratt, 2022).

Research Questions

To achieve the research objective, the following research questions are established:

1. To what extent did the intrinsic and extrinsic factors lead to their job dissatisfaction and motivation to leave?
2. To what extent did the following determine their job embeddedness and turnover intention?
   (a) Their relationship with their colleagues, (b) their work-life balance, and (c) their working environment.
3. To what extent did the company's leadership style influence their motivation to leave?

Critical Review of Relevant Theories

For this research, the Job Embeddedness Theory, Two Factor Theory, and Theory of Transformational and Transactional Leadership have been adopted to investigate the areas of research in line with the objectives of the study. The reasons for choosing them will be explained in greater detail in the following paragraphs.

The Job Embeddedness Theory is chosen because it provides a holistic approach to understanding employee retention by considering a variety of elements that influence individuals' decision to stay or leave an organization. The elements considered extend beyond the formal aspects of the job. It offers a holistic and comprehensive perspective on employees' decision to stay and recognizes that turnover decisions are not solely

driven by job-related factors but also influenced by employees' connections to their work and surrounding environment (Mitchell et al., 2001).

In addition, job embeddedness also emphasizes the importance of social connections in the workplace. This theory recognizes that individuals' relationships with colleagues, supervisors, and other organizational members play a vital role in their decision to leave or stay. Strong social ties can enhance job satisfaction by providing social support, a sense of belonging, and opportunities for collaboration and growth, whereas the absence of this can lead to isolation and dissatisfaction, which will increase the likelihood of turnover (Ramesh & Gelfand, 2010). Further to this, the Job Embeddedness Theory also recognizes that employees' perceptions of their job and work environment strongly influence their job satisfaction and turnover intention. It considers both objective factors, such as salary & benefits, and subjective factors, such as job fit and meaningfulness, that shape employees' perceptions of their jobs (Cai et al., 2023). By including these perceptual factors, job embeddedness provides insights into how individuals evaluate their work experiences. This helps provide a clearer understanding of the job satisfaction of employees.

In addition to the above, the researcher also chose the Two-Factor Theory (Alshmemri et al., 2017), which is also known as the Motivation-Hygiene Theory. This theory recognizes that job satisfaction and dissatisfaction stem from distinct factors. Hygiene factors, such as salary, working conditions, organizational policies, and interpersonal relationships, are related to job dissatisfaction. When these factors are inadequate or absent, employees experience dissatisfaction. On the other hand, motivation factors, such as achievement, recognition, responsibility, and growth opportunities, contribute to job satisfaction. The theory's ability to differentiate between factors that lead to satisfaction and dissatisfaction provides valuable insights relating to an employee's motivation to stay or leave (Alshmemri et al., 2017).

In addition to that, the Two-Factory Theory acknowledges that employees' satisfaction and motivation are influenced by a combination of factors, including both intrinsic and extrinsic elements. This perspective recognizes the complexity of human motivation and the multifaceted nature of job satisfaction (Dartey-Baah & Amoako, 2011). By considering a broad range of factors, this theory provides a comprehensive framework for understanding and addressing turnover intention and job satisfaction. In addition to this, the theory is also an employee-centered approach. It focuses on understanding the factors that influence individual employee satisfaction and motivation. It recognizes that employees' needs, aspirations, and preferences vary and that a one-size-fits-all approach may not be effective (Mdookh & Yildirim, 2023). This is in line with the focus of this research study.

The third theory chosen is the Theory of Transformational and Transactional Leadership. It is appropriate for this study as it recognizes that leaders play a significant role in shaping employee experiences and perceptions in the workplace. Transformational leadership behaviors, such as providing support, recognizing & valuing employees' contributions, and promoting a positive organizational climate are job satisfaction enhancements. Transactional leadership behaviors, such as setting clear goals, providing feedback, and offering rewards, are also a huge contributor towards the enhancement of job satisfaction of an employee. In addition to this, the transformational and transactional leadership styles are also known to highly motivate

and engage employees by stimulating their extrinsic and intrinsic motivation (Lutkevich & Pratt, 2022).

Transactional leadership has been shown to have a positive impact on job satisfaction. This is because transactional leaders are often seen as fair and consistent in their decision-making, and they provide clear expectations and feedback to their followers. These factors can help employees feel secure in their roles and understand what is expected of them, which can increase job satisfaction (Dwidienawati et al., 2021). Transformational leadership has been linked to both job satisfaction and reduced turnover intention. This is because transformational leaders inspire and motivate their followers to achieve their full potential and provide a positive work environment that fosters personal growth and development. Employees who feel valued and supported by their leaders are more likely to be satisfied with their jobs and less likely to leave the company. Additionally, transformational leaders may provide their followers with a sense of meaning and purpose in their work, which can also contribute to increased job satisfaction and decreased turnover intention (Korejan & Shahbazi, 2016).

The Theory of Transformational and Transactional Leadership also recognizes the importance of trust and organizational commitment in influencing turnover intention and job satisfaction among employees by creating and fostering a positive work environment, maintaining fair reward allocations, and establishing clear performance expectations. The coaching, mentoring, and provision of opportunities for upskilling are attributes of transformational leaders, which promote positive employee development (Jensen et al., 2019). On the other hand, providing clarity on role expectations, setting measurable performance goals, and providing feedback, which are attributes of transactional leaders, also enable employees to succeed in their roles. Considering this, the researcher posits that this theory is of high relevance due to its focus on leadership behaviors and their impact on employee attitudes and motivation (Ejike, 2022). This theory also offers valuable insights into how applying these leadership styles can contribute to employees' intention to stay or leave an organization.

Conceptual Framework

A conceptual framework, on the other hand, is a more specific set of concepts or ideas that are used to guide research. It is typically developed by the researcher and is used to organize and structure the research process. The purpose of a conceptual framework is to provide a framework for the research question, hypothesis, or problem statement, and to help guide the research design, data collection, and analysis (Braun & Kennedy, 1994).

A conceptual framework helps to clarify the research problem by breaking it down into specific concepts and ideas. A conceptual framework also provides a roadmap for the research process, helping to ensure that the research design, data collection, and analysis are all aligned with the research question and objectives. In addition, a conceptual framework helps to identify the variables that are relevant to the research problem and to explain the relationships between them.

Because of the strengths of having a conceptual framework, the researcher has developed a conceptual framework for this study. The focus of this research centers around job satisfaction of employees, and its effect/impact on the intention of an

engineer to stay or leave an organization. Turnover intention is classified as the independent variable, with job satisfaction and job embeddedness being the dependent variables, and leadership being the intervening variable. The researcher has chosen the Job Embeddedness Theory, Two-Factor Theory, and Theory of Transformational and Transactional Leadership for the conceptual framework of this study. The relationships between these variables, that is, how they are interconnected, how they influence each other, and how they are used to answer the research questions of this study are illustrated in Figure 1.
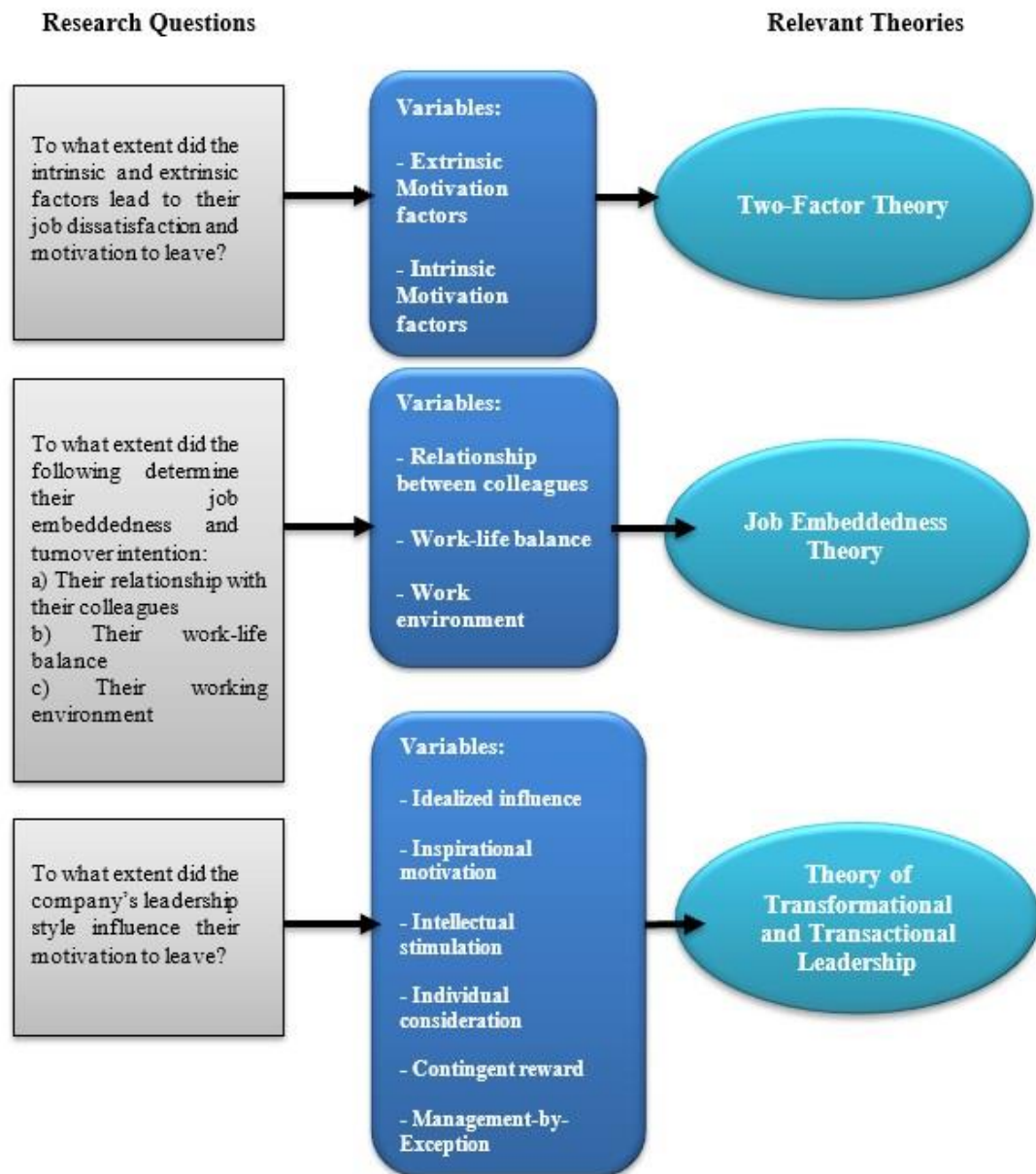
Research Questions   **Relevant Theories**

To what extent did the intrinsic and extrinsic factors lead to their job dissatisfaction and motivation to leave?

Variables:
- Extrinsic Motivation factors
- Intrinsic Motivation factors

Two-Factor Theory

To what extent did the following determine their job embeddedness and turnover intention:
a) Their relationship with their colleagues
b) Their work-life balance
c) Their working environment

Variables:
- Relationship between colleagues
- Work-life balance
- Work environment

Job Embeddedness Theory

To what extent did the company's leadership style influence their motivation to leave?

Variables:
- Idealized influence
- Inspirational motivation
- Intellectual stimulation
- Individual consideration
- Contingent reward
- Management-by-Exception

Theory of Transformational and Transactional Leadership

Figure 1. Conceptual Framework

Research Design

The research design of this study encompasses the research strategies, the undertaken choices of the research, the research's scope, and the research timeline. This research aims to understand how factors such as intrinsic & extrinsic motivation elements, relationships with colleagues, work-life balance, working environment, and leadership styles impact and/or influence job satisfaction and turnover intention among young engineers in an oil & gas vendor company in Shah Alam, Malaysia. This research implements the interpretivism paradigm, which is an important qualitative research methodology (Pervin & Mokhtar, 2022). It is the contention of this approach that the researcher will attempt to achieve a complete understanding through a "sense-making" process of the social phenomena, based on the participant's view of the matter from their own experience and beliefs (Rashid et al., 2019).

For this study, the researcher will use semi-structured interviews as the primary method to collect data. These semi-structured interviews will be conducted with the 10 past engineers of Auto Electronics to gather their perspectives on their working experience and why they have left the company. These direct interviews allow the researcher to gather detailed and nuanced information directly from the company's past engineers, which will provide valuable insights into the problem statement. Direct interviews also allow the researcher to capture diverse perspectives and viewpoints from different interviewees affected by the problem/case. This will reveal contradictions, commonalities, and multiple dimensions of the issue. In addition, participants can also provide contextual information during their direct interviews, which will help the researcher better understand the social, cultural, and organizational context surrounding the case study, which is essential for interpreting the findings accurately.

Besides utilizing semi-structured interviews as the primary data collection method, the researcher will gather the data from the exit interviews of these 10 participants from the Human Resources (HR) Manager of Auto Electronics, considered as a secondary data collection method. It is hoped that the exit interviews can reveal the underlying reasons why the engineers have chosen to leave the company, which can help narrow down the root causes of Auto Electronics' retention problem. Analyzing the data from exit interviews can reveal trends and patterns in engineers' departures, which can help point towards identifying recurring issues within Auto Electronics that should be addressed.

This research will also incorporate an interpretive stance along with inductive research logic. The interpretive stance is an approach that is closely associated with inductive research logic. It emphasizes the importance of understanding and interpreting the meaning and context of the engineers' experiences and behaviors towards the problem statement within Auto Electronics by placing a strong emphasis on understanding the subjective experiences and perspectives of these engineers (Dubois & Gadde, 2002). This approach primarily allows the researcher to explore and comprehend the turnover intention phenomena through the personal perspectives of the participants based on the theories of two-factor, job embeddedness, and transformation and transactional leadership which provide the baseline concept. The key variables of this study, which are the phenomena/concepts, will be analyzed and interpreted qualitatively using an interpretivist approach.

This research begins with the planning and design phase where the research objective and research questions are defined, together with the data collection methods and the theoretical framework that will guide this study. The researcher will collect data through three methods, which are semi-structured interviews, exit interview data from Auto Electronics' HR Manager, and secondary data from empirical studies (Fontana et al., 2015). As the data accumulates, the researcher will engage in the analysis process by organizing, coding, and categorizing the data to identify patterns, themes, and key insights. Following this, the researcher will document his findings comprehensively in the form of this dissertation. Subsequently, the researcher can choose to seek peer review and feedback from other experts in this field, which can help refine the study further and enhance its validity and reliability. Finally, the researcher will engage with key stakeholders within Auto Electronics to discuss the findings and how they can use to address the problem of high turnover rate in the company (Sinkovics & Alfoldi, 2012).

Research Instruments

For this research, the semi-structured interview approach is the primary instrument. The semi-structured interview will be conducted with the help of the interview guide to identify why the participants left the company. The semi-structured interview for this study will be guided by the three underlying theories of this study, namely The Job Embeddedness Theory, Two-Factor Theory, and the Theory of Transformational and Transactional Leadership.

For this study, questions are formulated in such a manner that they are aligned with the key issues in the three research questions of this study. The interview questions are open-ended type, in an effort to get the participants to share freely their experiences during their employment with the company. The questions developed ask these engineers on topics such as their salary & compensation, recognitions, career advancement opportunities, and professional and personal development activities within Auto Electronics. The questions also help guide the participants to share their experiences and opinions on their job satisfaction/dissatisfaction levels within the company and share their motivation for leaving the company. See Appendix A for a sample of the Interview Guide.

Data Analysis Procedures

The thematic analysis approach is used for this study. Thematic analysis is a qualitative research method used to identify, analyze, and report patterns of themes within the data. First, the researcher will familiarize himself with the data by reading and re-reading it to gain an overall understanding of the content. Next, the researcher will begin to identify patterns or themes within the data, using a variety of techniques like coding, clustering, or mind-mapping. Once the initial themes have been identified, the researcher will refine or reorganize them based on further analysis (Gothberg & Sterenberg Mahon, 2023).

The relevant theories also play a vital role in the data analysis of this research. The Two-Factor Theory, proposed by Frederick Herzberg, suggests that job satisfaction and dissatisfaction are influenced by two sets of factors: motivators (such as recognition

and growth opportunities) and hygiene factors (such as salary and work conditions). This theory was described in the study by Alshmemri et al., 2017. When analyzing the qualitative data, this theory can help identify factors that contribute to job satisfaction or dissatisfaction within this case study, providing valuable insights into engineer motivation and engagement.

The Job Embeddedness Theory, developed by Mitchell, Holtom, and Lee, focuses on understanding the factors that influence an employee's attachment to their organization and community. For this case study, this theory can help explore the reasons why engineers may feel embedded or connected to their jobs and organizations. By analyzing data through the lens of Job Embeddedness Theory, the researcher can identify the various dimensions that contribute to an engineer's sense of belonging, commitment, and loyalty, thus providing a deeper understanding of their engagement and retention.

Lastly, the Theory of Transformational and Transactional Leadership examines the impact of different leadership styles on employee performance and satisfaction. In this case study, this theory can help analyze the leadership practices and behaviors observed within the organization. The researcher can identify instances of transformational leadership, characterized by inspiration, vision, and individualized consideration, as well as transactional leadership, characterized by rewards, contingencies, and clarifying expectations. By applying this theory to the data analysis, the researcher can gain insights into how leadership styles influence engineer attitudes, behaviors, and outcomes. Overall, incorporating these three theories in the data analysis of this case study research will allow for a comprehensive exploration of factors influencing job satisfaction, engineer attachment, and the impact of leadership styles.

The data analysis procedures for semi-structured interviews involve a few important elements. The first is transcription. The audio or video recordings of the interviews will be transcribed verbatim. This involves converting spoken words into written form. Transcription can be done manually or with the help of software tools. The researcher then reads and re-reads the transcripts to become familiar with the data. This will help the researcher to identify key themes, patterns, and categories.

Next is coding. The researcher will assign codes to different segments of the text. This can be done manually or with the help of software tools as well. The codes will be used to categorize the data and identify common themes and patterns. The researcher will organize the codes into broader categories based on similarities and differences. This will help to identify major themes and patterns in the data (Harrell & Bradley, 2009).

From this comes theme development. The researcher will develop themes based on the categories. Themes are higher-order concepts that capture the essence of the data. From here, data interpretation can be done. The researcher will interpret the data in line with the themes and categories. This involves synthesizing the data and making sense of it. The researcher will then verify the findings by checking them against the original data. This can be done through member checking, where participants will be asked to review the findings to ensure they accurately reflect their experiences. Lastly comes reporting. The researcher will write up the findings in the dissertation, including the description of the methods, results, and conclusions (Biden, 2023).

Reliability and Validity

To ensure the reliability of the study, the interview guide will be used during the semi-structured interviews. A database on this case study consisting of all the information gathered from the participants, audio recordings, additional notes taken by the researcher during the interviews, and secondary materials such as journals, articles, magazines, blogs, etc. will be used to substantiate the evidence. The researcher will also use established theories and concepts to guide the analysis and interpretation and engage in member checking to ensure that their findings accurately reflect the perspectives and experiences of the study participants (Riege, 2003). For this study, the researcher will attempt to engage in member checking with his supervisor and his fellow peers from HELP University's DBA course. In addition to this, the researcher also plans to connect back with the Human Resources Manager of Auto Electronics to validate the findings of his study. These two methods are examples of the interrater reliability (IRR) approach. IRR can be described as a measurement designed to establish agreement between researchers analyzing qualitative data. IRR helps ensure consistency and increase the researcher's confidence in the data that are being analyzed. Using IRR can also help reduce the individual biases of the researcher, as the agreement processes will help eradicate the preconceived notions developed by the researcher (McDonald et al., 2019).

Validity for this research will be constructed using internal and external validity considerations. For internal validity, data from multiple sources such as interview transcripts, audio recordings, and researcher's notes will be triangulated to develop a comprehensive conclusion and justification. Analysis that is drawn from data from multiple perspectives and views will be utilized to ensure rigor. The entire process of data collection, analysis, and interpretation of the findings will be documented and recorded comprehensively and accurately to provide clear traceability. The thematic analysis, findings, and conclusions will be discussed and cross-checked with the supervisor and other fellow researchers to agree on the theme and interpretation of the findings. For external validity, pattern matching during the data analysis will be used both within and across the case study to ensure proper inferences from the data and to consider alternative explanations or possibilities.

Summary

To summarize, this study will be conducted based on an interpretivism paradigm along with abductive reasoning that will emphasize the subjective accounts and experiences of the participants regarding turnover intention and its influencing factors within Auto Electronics. This study adopts a qualitative methodology of descriptive case study analysis to answer the three research questions. Detailed semi-structured interviews will be done face-to-face with the past engineers of Auto Electronics with the help of the interview guide.

A pilot study will initially be conducted with one participant to gain an overview of the phenomenon under study, verify the research design, interview questions, and data collection procedures, and test the analysis procedures to ensure the reliability and

validity of the research. Following this, the main study will be carried out with the rest of the participants, and the interview data will be transcribed, thematically analyzed, and coded.

This dissertation will be conducted ethically. First and foremost, participation in the interviews will be voluntary, and the participants will be informed about the purpose of the study from the initial stages. Participants will also be informed that they could withdraw from the study at any time if they need to do so.

Next, confidentiality and anonymity will be assured during the entire period of data collection. Permission and consent from the participants will be obtained first before any audio recording is done, and their names will not be revealed during the coding process, and in any publication consequently from the research.

In addition, and most importantly, privacy will be always assured to the participants. The interview data will only be shared with the peers and supervisor who are directly involved with validating the data.

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Appendix A:

Research Question	Interview Guide
1) To what extent did the intrinsic and extrinsic factors lead to their job dissatisfaction and motivation to leave?	• Can you describe instances where you felt dissatisfied or lacked motivation in your role? Please elaborate. • Was the situation different when you started your job? What led to the change? • Would you say this change was the main reason you left your job? Or were there other more important reasons? Please elaborate. *Prompt Questions (if necessary/required)*

	– *How was your salary/compensation package in the company? Please elaborate.* *– Were you recognized/rewarded for your achievements? Please give some real-time examples.* *– Did you have opportunities for career development/advancements? Any examples?* *– Did you have opportunities for professional and personal development? Please provide some examples.*

Table A1: Sample Interview Guide