



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN FLEXIBLE WORKING ARRANGEMENTS AND
TURNOVER INTENTION WITH ORGANIZATIONAL COMMITMENT AS THE
MODERATOR AMONG EMPLOYEES IN UTILITY SECTOR IN SARAWAK**

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BACHELOR IN HUMAN RESOURCE DEVELOPMENT WITH HONOURS (2025)

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This project is submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a **Bachelor in Human Resource Development with Honours.**

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The project entitled **The Relationship Between Flexible Working Arrangements And Turnover Intention With Organizational Commitment As The Moderator Among Employees In Utility Sector In Sarawak** was prepared by **Penny Riong Nyangga** and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a **Bachelor in Human Resource Development with Honours**.

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ABSTRACT

This study explores the relationship between flexible working arrangements (FWAs) and turnover intention among employees in the utility sector in Sarawak, with organizational commitment examined as a moderating variable. As organizations increasingly adopt flexible work models to enhance employee satisfaction and productivity, understanding their impact on turnover intention becomes critical. Turnover intention, defined as an employee's conscious desire to leave their organization, poses significant challenges to workforce stability and operational efficiency. Using a quantitative approach, data were collected from employees of Sarawak Energy Berhad through validated instruments including the Flexible Work Options Questionnaire (FWOQ), Turnover Intention Scale (TIS-6), and Organizational Commitment Scale. The findings reveal a statistically significant negative relationship between FWAs and turnover intention, indicating that employees who perceive greater flexibility are less likely to consider leaving their jobs. However, the study found that organizational commitment does not significantly moderate this relationship. Despite high levels of commitment among respondents, its influence on the link between FWAs and turnover intention was not statistically significant. These results suggest that while FWAs can effectively reduce turnover intention, their impact is not necessarily enhanced by organizational commitment. The study provides practical insights for HR practitioners and policymakers to design work policies that support employee retention and highlights the need for future research to explore additional moderating factors.

Keywords: Flexible Working Arrangements, Turnover Intention, Organizational Commitment, Employee Retention, Work-Life Balance, Human Resource Management

ABSTRAK

Kajian ini meneroka hubungan antara pengaturan kerja fleksibel (FWA) dan niat pusing ganti dalam kalangan pekerja dalam sektor utiliti di Sarawak, dengan komitmen organisasi diperiksa sebagai pembolehubah penyederhana. Memandangkan organisasi semakin mengamalkan model kerja yang fleksibel untuk meningkatkan kepuasan dan produktiviti pekerja, memahami kesannya terhadap niat pusing ganti menjadi kritikal. Niat pusing ganti, yang ditakrifkan sebagai keinginan sadar pekerja untuk meninggalkan organisasi mereka, menimbulkan cabaran besar kepada kestabilan tenaga kerja dan kecekapan operasi. Menggunakan pendekatan kuantitatif, data dikumpul daripada pekerja Sarawak Energy Berhad melalui instrumen yang disahkan termasuk Soal Selidik Pilihan Kerja Fleksibel (FWOQ), Skala Niat Perolehan (TIS-6), dan Skala Komitmen Organisasi. Penemuan ini mendedahkan hubungan negatif yang signifikan secara statistik antara FWA dan niat pusing ganti, menunjukkan bahawa pekerja yang merasakan fleksibiliti yang lebih besar kurang berkemungkinan untuk mempertimbangkan untuk meninggalkan pekerjaan mereka. Walau bagaimanapun, kajian mendapati komitmen organisasi tidak menyederhanakan hubungan ini dengan ketara. Walaupun tahap komitmen yang tinggi dalam kalangan responden, pengaruhnya terhadap hubungan antara FWA dan niat pusing ganti adalah tidak signifikan secara statistik. Keputusan ini menunjukkan bahawa walaupun FWA boleh mengurangkan niat pusing ganti dengan berkesan, impaknya tidak semestinya dipertingkatkan oleh komitmen organisasi. Kajian ini memberikan pandangan praktikal untuk pengamal HR dan penggubal dasar untuk mereka bentuk dasar kerja yang menyokong pengekalan pekerja dan menyerlahkan keperluan untuk penyelidikan masa depan untuk meneroka faktor penyederhana tambahan.

Kata kunci: Pengaturan Kerja Fleksibel, Niat Perolehan, Komitmen Organisasi, Pengekalan Pekerja, Imbangan Kerja-Kehidupan, Pengurusan Sumber Manusia

CHAPTER 1: INTRODUCTION

1.0 Introduction

In today's dynamic work environment, flexible working arrangements have emerged as a significant factor influencing employee satisfaction and retention. With the rise of hybrid work models and flexible schedules, organizations are increasingly adopting these practices to enhance employee well-being and productivity. However, the impact of such arrangements on turnover intention remains a critical area of study. This project aims to investigate the relationship between flexible working arrangements and turnover intention, with a particular focus on the role of organizational commitment as a moderating variable.

The general objective of this study is to explore how flexible working arrangements influence employees' intentions to leave their organizations, while also examining how organizational commitment may alter this relationship. Specific objectives include analysing the direct relationship between flexible working arrangements and turnover intention, as well as assessing the moderating effect of organizational commitment on this relationship. By understanding these dynamics, this research seeks to provide valuable insights for organizations aiming to reduce turnover and foster a more committed workforce in an era of evolving work practices.

1.1 Research Background

Flexible working arrangements have been an issue of great interest in contemporary debates as organizations look out for ways to promote employee satisfaction, work-life balance, and productivity. Flexible working arrangements are practices that involve telecommuting, flexible scheduling, and compressed workweeks, increasing the level of discretion that an employee has in terms of how and where they will perform their professional tasks (Shirmohammadi et al., 2022). At the same time, turnover intention, that is, employees'

intention to quit their organization continues to be a concerning issue for businesses in the high-competition industries of talent. Understanding the interrelationship between flexible working arrangements and turnover intention could provide important insights related to employee retention while enhancing a supportive work environment. In the wake of global disruptions such as the COVID-19 pandemic, the implementation of flexible working arrangements has been widely accepted. Reports show that employees who are offered flexible working conditions often have higher job satisfaction and reduced burnout, which are factors that contribute to retention (Shirmohammadi et al., 2022). However, not all organizations have been able to successfully use flexible working arrangements to address turnover; some have grappled with incorporating such practices without compromising organizational objectives. On the other hand, organizational commitment, the emotional and psychological attachment of employees to their workplace has been recognized as potentially moderating the intention to leave (Kim et al., 2017).

Research has shown that flexible working arrangements can reduce turnover intention by fostering a sense of autonomy and improving employees' work-life balance. For instance, Shirmohammadi et al. (2022) highlighted that remote work during the pandemic significantly enhanced employees' ability to balance personal and professional responsibilities, reducing turnover tendencies. Similarly, Ayari and AlHamaqi (2021) emphasized that organizational commitment is a critical predictor of turnover intention, suggesting that committed employees are less likely to leave even in demanding work environments. Furthermore, Kim et al. (2017) reviewed empirical studies linking work engagement to organizational commitment, demonstrating that higher levels of commitment can strengthen retention efforts. These findings collectively underscore the potential for flexible working arrangements and organizational commitment to jointly addressing turnover issues.

Despite substantial research on flexible working arrangements and organizational commitment, there remains a lack of clarity on how these two factors interact to influence turnover intention. Specifically, the moderating role of organizational commitment in the relationship between flexible working arrangements and turnover intention has not been thoroughly examined. While studies like those by Ayari and AlHamaqi (2021) and Kim et al. (2017) provide foundational insights, they do not address how flexible working arrangements might differentially impact employees with varying levels of organizational commitment. Additionally, most studies focus on specific industries or geographic regions, limiting the generalizability of findings to other contexts.

To fill these gaps, this study tries to investigate the relationship between flexible working arrangements and turnover intention, taking organizational commitment as a moderating variable. The research, therefore, tries to find these dynamics to make theoretical contributions and provide practical recommendations for organizations in their effort to retain talent through effective work policies and engagement strategies.

1.2 Problem Statement

In an ideal organizational setting, flexible working arrangements such as remote work and flexible hours would lead to increased employee satisfaction and engagement, while reducing turnover intention. Employees would feel very committed to their organizations, thereby increasing productivity, reducing the costs of recruitment, and creating stability within the organization. Organizational commitment would act as a moderator, ensuring that employees who benefited from flexible working arrangements remained loyal to their organizations and did not leave.

However, reality often falls short of this ideal. Despite the increasing adoption of flexible working arrangements, numerous organizations still have to bear significant burdens

associated with employee turnover. Research by Shirmohammadi et al. (2022) shows that while flexible working arrangements can help balance work and life, their impact on employee retention is not always consistent. In fact, employees may still feel less attached to the organization, especially when flexible working arrangements are poorly implemented or fail to meet their deeper needs for belonging and engagement. Ayari and AlHamaqi (2021) underscore that perceived organizational commitment lacked, and turnover intention increased noticeably, indicating the reverse from the possible benefits of flexible working arrangements in affecting employee retention.

Although some studies, such as that by Kim et al. (2017) and Ayari and AlHamaqi (2021), discusses how organizational commitment, turnover intention, and flexible working arrangements relate to each other individually, less is known about the moderating role of organizational commitment in the relationship between flexible working arrangements and turnover intention. This omission is more serious because it denies organizations the requisite knowledge for making optimum use of flexible working arrangements to enhance employee loyalty. Most of the research has also been focused on a single industry or regional context, which makes generalization impossible. From an organizational perspective, the failure to effectively implement flexible working arrangements can result in higher turnover rates. When employees feel unsupported or alienated, they are more likely to seek opportunities elsewhere, leading to increased recruitment and training costs for the organization (Aydın Çivilidağ & Şerife Durmaz, 2024). Additionally, ineffective between flexible working arrangements can diminish employee engagement and motivation, adversely affecting productivity and organizational efficiency (Gašić et al., 2024).

If this gap is not addressed, organizations risk investing in flexible working arrangements without achieving the desired outcomes, such as reduced turnover and enhanced employee satisfaction. High turnover rates can lead to increased costs associated with

recruitment, training, and lost productivity, especially in competitive labor markets. For employees, ineffective flexible working arrangements may result in dissatisfaction, stress, and a lack of motivation to stay within their organizations.

To address the identified gap, this study aims to investigate the relationship between flexible working arrangements and turnover intention, with a specific focus on the moderating role of organizational commitment. By investigating how organizational commitment influences this relationship, the research will provide insights into optimizing flexible working arrangements for better employee retention.

1.3 Research Objective

1.3.1 General Objective

To investigate the relationship between flexible working arrangements and turnover intention with organizational commitment as the moderating variable.

1.3.2 Specific Objective

- i. To investigate the relationship between flexible working arrangements and turnover intention.
- ii. To investigate the moderating effect of organizational commitment on the relationship between flexible working arrangements and turnover intention.

1.4 Research Question

- i. What is the relationship between flexible working arrangements and turnover intention?
- ii. How do flexible working arrangements moderate the relationship between organizational commitment and turnover intention?

1.5 Research Hypothesis

H_1 : There is a significant relationship between flexible working arrangements and turnover intention.

H_2 : Organizational commitment moderates the relationship between organizational commitment and turnover intention.

1.6 Research Framework

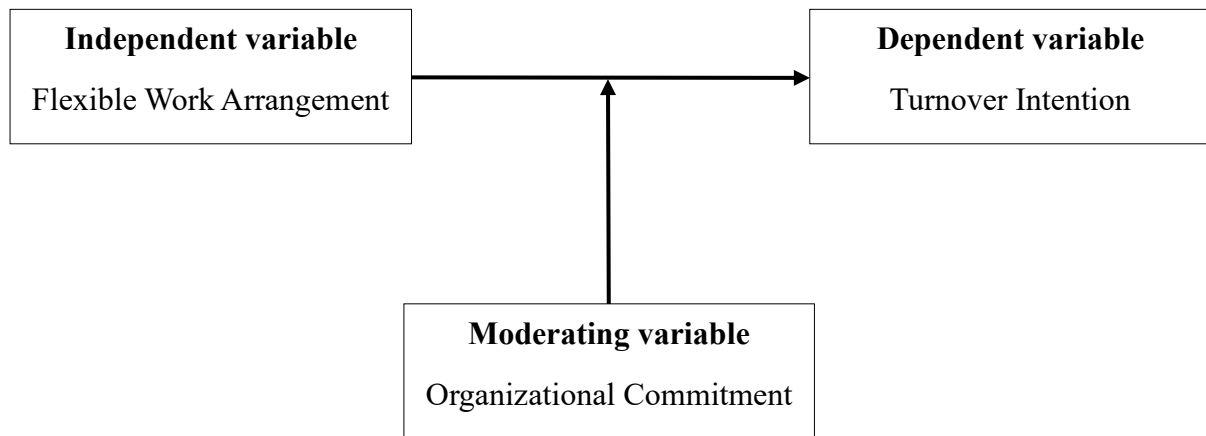


Figure 1. Conceptual Framework

1.7 Definition of Terms

1.7.1 Flexible Working Arrangements

- i. **Conceptual Definition:** Flexible work arrangements refer to employment practices that allow employees to have control over when, where, and how they work, facilitating a better balance between professional and personal responsibilities. These arrangements can include flextime, telecommuting, compressed workweeks, and job sharing. Flexible working arrangements are designed to provide employees with greater autonomy and flexibility, potentially enhancing job satisfaction and reducing turnover intentions (Haines et al., 2024).
- ii. **Operational Definition:** In this study, flexible work arrangements are operationalized through survey items that evaluate both the availability and the extent of usage of flexible scheduling options, such as hybrid work. Respondents will be asked to rate their agreement with statements concerning their utilization of these arrangements in their current roles. This assessment will utilize the Flexible Work Options Questionnaire (FWOQ) developed by Albion (2004), which specifically measures employees' perceptions of flexible work arrangements.

1.7.2 Turnover Intention

- i. **Conceptual Definition:** Turnover intention is defined as an employee's conscious and deliberate willingness to leave their current organization. It is a critical indicator for organizations as it often precedes actual turnover, which can lead to increased recruitment and training costs, as well as disruptions in organizational performance (Tsen et al., 2021).

- ii. **Operational Definition:** Turnover intention in this study is operationalized through survey items that gauge employees' intentions to leave their organization. This measure will be adapted from validated turnover intention scales, specifically the Turnover Intention Scale (TIS-6) by Roodt (2004), which effectively captures the likelihood of employees considering departure from their current employment.

1.7.3 Organizational Commitment

- i. **Conceptual Definition:** Organizational commitment refers to the psychological attachment and loyalty an employee feels towards their organization. It reflects the degree to which employees identify with organizational goals and values, and their willingness to exert effort on behalf of the organization (Gašić & Berber, 2023).
- ii. **Operational Definition:** In this study, organizational commitment is measured through survey items that assess employees' emotional attachment, identification, and involvement with their organization. This measure will be adapted from the Affective Commitment Scale developed by Meyer and Allen (1991), which is a well-established instrument for evaluating the degree of commitment employees feel toward their organization.

1.8 Significance of Research

This research aims to investigate the relationship between flexible working arrangements and turnover intention, with organizational commitment as a moderating variable. The significance of this study extends to a range of stakeholders.

Investigating the interplay between flexible working arrangements, turnover intention, and organizational commitment enriches existing literature by providing empirical evidence on how these variables interact. Previous studies have indicated that flexible working arrangements can enhance job satisfaction and reduce turnover intentions (Haines et. al, 2024). However, the moderating role of organizational commitment in this relationship remains underexplored. This research addresses this gap, offering insights that can inform future studies and theoretical models.

On the other hand, this research also benefits employees as understanding how flexible working arrangements influence turnover intentions, especially when moderated by organizational commitment, can inform personal career decisions and work-life balance strategies. This has been proven in a study by Mee Choo et al. (2016), which found that flexible working arrangements are associated with improved work-life balance and reduced work-family conflict. Therefore, understanding the conditions under which flexible working arrangements are most effective can help employees advocate for arrangements that align with their commitment levels and personal needs.

Meanwhile, this study also benefits employers by providing insights into how flexible working arrangements impact employee retention, particularly through the lens of organizational commitment. Kaleb Gill and Siddiqui (2020) highlighted that implementing flexible working arrangements positively influences organizational commitment and reduces turnover intentions. By understanding these dynamics, employers can develop flexible work

policies that not only attract talent but also foster loyalty and reduce turnover, ultimately leading to cost savings and improved organizational performance.

For policymakers, understanding the dynamics between flexible working arrangements, turnover intention, and organizational commitment is crucial for developing effective labor policies that promote flexible work options, support workforce retention, and enhance productivity. Research by Gašić et al. (2024) indicates that flexible working arrangements can enhance employee satisfaction and commitment, leading to better work-life balance, reduced stress, and increased productivity. By promoting flexible working arrangements, policymakers can support workforce retention and overall productivity.

1.9 Summary

This chapter introduces the significance of flexible working arrangements in enhancing employee satisfaction and retention. It presents the research's primary objective: to investigate how these arrangements influence turnover intention, focusing on the moderating role of organizational commitment. The chapter outlines the research background, emphasizing the need for understanding the dynamics between flexible work practices and employee retention, especially in the context of challenges posed by the COVID-19 pandemic. The problem statement highlights the gap in existing research regarding the interaction of these variables, setting the stage for the study's objectives, questions, and hypotheses.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

The rise of flexible working arrangements has transformed organizational dynamics, especially in addressing turnover intention, a critical challenge in human resource management. According to a study conducted by Tett and Meyer (1993), turnover intention refers to an employee's deliberate decision to leave an organization, which usually disrupts operational efficiency and increases costs. Meanwhile, organizational commitment particularly as a moderating factor has garnered significant research interest due to its potential to strengthen employee retention and performance (Meyer & Allen, 1991). The prevalence of turnover intention among employees remains a pressing concern for organizations, often leading to increased recruitment costs and loss of institutional knowledge. Understanding the factors that influence turnover intention is crucial for developing effective retention strategies. Flexible working arrangements have been posited as a potential solution to mitigate turnover intention by enhancing employee's commitment. This literature review addresses the need to investigate the relationship between flexible working arrangements and turnover intention while examining how organizational commitment can moderate this relationship.

2.1 Discussion on Issues Related to the Topic

2.1.1 Flexible Working Arrangements

Jiang et al. (2023) defined flexible working arrangements as work options that allow employees to choose when, where, and how they work, providing greater autonomy and adaptability in their schedules. These arrangements can take various forms, including remote work, flexible hours, part-time work, job sharing, and compressed workweeks. The concept emphasizes balancing work responsibilities with personal life, which can enhance job satisfaction and productivity.

Similarly, a study by Allen et al. (2013) highlighted that flexible working arrangements give employees greater control over their work schedules and locations, potentially improving work-life balance. Flexibility in work hours and location has been associated with higher job satisfaction, reduced stress, and better overall well-being, which may positively impact organizational outcomes such as retention and productivity.

This has been further supported by a study by Aydın Çivilidağ and Şerife Durmaz (2024), which found that organizations offering flexible working arrangements experience higher employee engagement and loyalty due to increased trust and empowerment. Moreover, flexible working arrangements can enhance an organization's competitiveness by attracting top talent who prioritize workplace flexibility (Hyland et al., 2005).

2.1.2 Turnover Intention

Asri (2022) defines turnover intention as an employee's reported willingness to leave their organization within a specified period. It is considered one of the strongest predictors of actual turnover, as it reflects the likelihood that an employee will voluntarily exit their job based on various factors, such as job satisfaction, organizational commitment, and the work environment. According to Lazzari et al. (2022), understanding turnover intention is essential

for organizations, as it can help identify potential retention issues and implement strategies to improve employee satisfaction and engagement. Factors influencing turnover intention include job satisfaction, work-life balance, and organizational support.

A study by Kanchana and Jayathilaka (2023) emphasizes that job satisfaction is one of the most significant predictors of turnover intention. Employees dissatisfied with their jobs are more likely to consider leaving. The study also found that job satisfaction directly affects turnover intentions across different generations, with younger employees exhibiting higher turnover intentions when their satisfaction levels are low.

Work-life balance is another critical factor influencing turnover intentions. Employees who perceive their work-life balance as inadequate are more likely to express intentions to leave their jobs. Research by Roselina Ahmad Saufi et al. (2023) demonstrated that organizations promoting work-life balance can reduce turnover intentions among employees.

Additionally, organizational support plays a vital role in influencing turnover intentions. Wang and Wang (2020) found that employees who perceive strong organizational support tend to experience higher job satisfaction. This satisfaction reduces the likelihood of turnover, as satisfied employees are more likely to feel committed to their roles and the organization.

Understanding the factors that contribute to turnover intention is crucial for organizations seeking to retain talent and minimize the costs associated with employee turnover.

2.1.3 Organizational Commitment

According to Meyer and Allen (1991), organizational commitment is defined as the psychological bond an employee has with their organization, which influences their willingness to remain with the organization and contribute to its goals. It encompasses the degree to which

employees identify with their organization, accept its values, and are motivated to work toward its objectives. Organizational commitment is made up of three dimensions: affective commitment, continuance commitment, and normative commitment.

In their study, Meyer and Allen (1991) described affective commitment as the emotional attachment employees feel towards their organization. Employees with high affective commitment genuinely want to stay with the organization because they identify with its goals and values, feel a sense of belonging, and are satisfied with their work. They are likely to act as ambassadors for the organization and contribute positively to its culture.

Continuance commitment is based on the awareness of the costs associated with leaving the organization. Employees who exhibit this type of commitment stay because they perceive that leaving would result in significant losses, such as benefits, seniority, or relationships with colleagues. This form of commitment can lead to employees remaining with the organization not necessarily out of desire, but out of necessity, which may result in disengagement.

Normative commitment involves a feeling of obligation to remain with the organization. Employees with high normative commitment feel they should stay, often due to moral or ethical reasons, such as loyalty to the organization or a sense of duty. This commitment may stem from the organization's investment in the employee's development or from cultural norms emphasizing loyalty.

Hence, organizational commitment plays a pivotal role in employee retention and overall organizational performance. High levels of commitment are strongly correlated with increased job satisfaction, reduced turnover intention, and improved job performance (Gašić et al., 2024). Furthermore, organizational commitment can serve as a moderating factor in the relationship between flexible work arrangements and employee outcomes. Employees who feel strongly committed to their organization are less likely to leave, even when faced with

challenges or perceived disadvantages in their work environment, including the adaptation to new work structures such as flexible working arrangements (Shilpakar et al., 2024).

2.2 Discussion on Related Theory

Theoretical framework is essential for understanding the complex relationships between flexible working arrangements, turnover intention, and organizational commitment. This framework help explain how different factors interact and contribute to employee behavior, particularly in relation to their intention to leave an organization.

One relevant theory is the Job Embeddedness Theory, proposed by Mitchell et al. (2001). This theory provides a comprehensive framework for understanding employee retention by focusing on the factors that embed employees within an organization. Unlike traditional turnover models that emphasize dissatisfaction or alternative job opportunities, Job Embeddedness Theory highlights the importance of an employee's connections within the organization and the perceived costs of leaving. This theory is particularly relevant in examining the relationship between flexible working arrangements, turnover intention, and organizational commitment, as it offers insight into how flexibility impacts employees' attachment to their workplace.

Job Embeddedness Theory comprises of three dimensions which are links, fit, and sacrifice, which collectively influence an employee's decision to remain with an organization. Flexible working arrangements can significantly enhance job embeddedness by strengthening these dimensions:

i. Links (Connections to the Organization and Community)

- Links refer to the formal and informal connections an employee has with colleagues, supervisors, and the organization. Flexible working arrangement, such as hybrid work, can either strengthen or weaken these links. If properly managed, flexible working arrangements can facilitate stronger ties through virtual collaboration tools, regular check-ins, and team-building initiatives.

Employees who maintain strong social connections are less likely to leave, as they feel embedded in their workplace network.

ii. Fit (Alignment Between Employee and Organization)

- Fit refers to how well an employee's values, goals, and needs align with their organization. Flexible working arrangements allow employees to tailor their work schedules to their personal and professional needs, promoting a better work-life balance. When employees feel that their work arrangements align with their lifestyle and career aspirations, they experience a greater sense of fit, leading to higher organizational commitment and reduced turnover intention.

iii. Sacrifice (Perceived Cost of Leaving)

- Sacrifice represents the tangible and intangible losses an employee would face if they left their job. Employees who benefit from flexible working arrangements may perceive a higher cost of leaving, as other organizations may not offer the same level of flexibility. This perception increases their commitment to their current employer and lowers their turnover intention.

The moderating role of organizational commitment plays a crucial role in moderating the relationship between flexible working arrangements and turnover intention. Employees with high levels of commitment are more embedded in their roles and are less likely to leave, even when facing job challenges. Research by Gašić et al. (2024) supports this argument, indicating that employees with strong organizational commitment can better manage the challenges associated with flexible work arrangements, leading to increased retention. Thus, organizations that promote both flexible work policies and commitment-building strategies can effectively reduce turnover.

In conclusion, Job Embeddedness Theory offers valuable insights into how flexible working arrangements impact turnover intention and organizational commitment. By strengthening employee links, improving fit, and increasing the perceived sacrifices of leaving, flexible working arrangements can enhance job embeddedness, thereby reducing turnover. Additionally, organizational commitment serves as a key moderator, further reinforcing employee retention. Therefore, organizations seeking to improve retention through flexible work policies should also focus on fostering employee commitment to maximize the benefits of job embeddedness.

2.3 Discussion of Previous Studies

Numerous studies have investigated the connection between flexible work arrangements and the intention to leave, highlighting the importance of organizational commitment and work-life balance. Several studies have proven that flexible work arrangements, especially those that provide remote work or flexible work schedules, can lower the intention to leave by improving job satisfaction and promoting work-life balance (Tsen et al., 2021). Options for working remotely in particular have been found to be important for raising job satisfaction. For instance, Tsen et al. (2021) discovered that when given the option to work remotely, workers expressed greater levels of happiness, which in turn decreased their likelihood of quitting the company. Since workers who are happy with their work arrangements are less likely to think about leaving, this gives validity to the idea that job satisfaction serves as a mediator between flexible work arrangements and turnover intention (George & Poluru, 2024).

Further research has shown how crucial perceived supervisory support is in moderating the relationship between turnover intention and flexible work arrangements. According to Shirmohammadi et al. (2022), employees are less likely to intend to leave their jobs when they believe that their managers encourage flexible work arrangements. This emphasizes how important management is in creating a positive workplace where staff members feel their demands are met on a work-life balance. Employees are more likely to feel devoted to the company and be less likely to look for other employment possibilities when they sense that management supports them, which amplifies the benefits of flexible work arrangements (George & Poluru, 2024).

In addition to work satisfaction and supervisory support, recent research has thoroughly examined the moderating function of organizational commitment in the relationship between flexible working arrangements and turnover intention. According to Gašić et al. (2024),

organizational commitment is essential for reducing the possible negative effects of workload or stress related to the job that can occur in flexible work environments. Despite the difficulties posed by flexible working arrangements, employees who have a strong sense of loyalty to their company are more likely to stay in their roles. Shilpakar et al. (2024) suggest that organizational commitment acts as a buffer, reducing the likelihood that employees may experience burnout or dissatisfaction, which could otherwise lead to turnover. Shilpakar et al. (2024) further reinforced this finding, showing that organizational commitment directly influences turnover intention, particularly in organizations that offer flexible work arrangements. Employees with high organizational commitment are less likely to experience turnover intention, even when work demands are high, because their attachment to the organization outweighs the potential benefits of leaving.

Moreover, research has highlighted the role of work engagement in shaping turnover intention, especially in the context of organizational commitment. According to Kim et al. (2017), work engagement which is the emotional and psychological commitment that employee makes to their job can considerably lower the intention of employees to leave. Even when given flexible work schedules, highly engaged employees are more likely to feel dedicated to their company. Given that engaged and committed employees are less likely to leave, this shows that organizational commitment, through its relationship to job engagement, can act as a critical buffer against turnover intention (Kim et al., 2017).

Furthermore, the importance of work-life balance in determining turnover intention was highlighted during the COVID-19 epidemic, when remote work became a crucial component in employees' ability to manage their personal and professional lives. Shirmohammadi et al. (2022) discovered that remote work regulations during the pandemic improved employees' work-life balance, reducing their intention to leave the firm. Employees who were able to properly manage their work and family duties expressed greater organizational commitment

and were less likely to consider leaving their current workplace. This conclusion implies that providing employees with the flexibility to manage their work-life balance strengthens their commitment to the organization, minimizing the likelihood of turnover.

Overall, these research highlight the importance of flexible working arrangements, organizational commitment, work engagement, and work-life balance in determining turnover intention. Flexible working arrangements alone may not be adequate to minimize turnover intentions; rather, supportive management, high organizational commitment, and positive job engagement all play an important influence in employee retention. Hence, more research is needed to better understand how these variables interact across industries and organizational contexts.

2.4 Summary

In this chapter, the literature surrounding flexible working arrangements, turnover intention, and organizational commitment is reviewed. It discusses how flexible work options can enhance job satisfaction and reduce turnover intention while emphasizing the moderating role of organizational commitment. The chapter examines various studies that establish the connection between these variables, particularly focusing on how organizational commitment can buffer against the challenges posed by flexible working environments. Theoretical frameworks, such as Job Embeddedness Theory, are introduced to explain the complexities of employee retention and the factors that influence turnover intention.

CHAPTER 3: METHODOLOGY

3.0 Research Design

This study employs a quantitative research approach using inferential statistics to examine the relationship between flexible working arrangements and turnover intention, with organizational commitment as a moderating variable. Specifically, correlational analysis will be used to determine the strength and direction of relationships between the variables, while multiple regression analysis will be conducted to assess the impact of flexible working arrangements on turnover intention, considering organizational commitment as a moderating factor.

3.1 Population, Sample and Sampling Technique

According to Elfil and Negida (2017), population refers to the entire group of individuals or elements that share common characteristics and are the focus of a research study. It includes all potential subjects that could be studied to answer a research question. In this study, the population will consist of approximately 400 employees of Sarawak Energy Berhad located at Menara Sarawak Energy, No. 1, The Isthmus, 93050 Kuching, Sarawak, Malaysia.

On the other hand, according to Makwana et al. (2023), a sample is a subset of the population selected for actual participation in a study. Sampling involves selecting a portion of the population to represent the entire group, allowing researchers to draw conclusions without examining every individual. The accuracy of a study is heavily influenced by the process of sampling. As for this study, the population will consist of approximately 400 employees of Sarawak Energy Berhad. Based on Krejcie and Morgan (1970) sample size determination table, the suitable sample size is 200 respondents. This sample size is selected to ensure statistical validity and reliability in the study. Krejcie and Morgan's table provides a widely accepted guideline for determining an appropriate sample size, considering a 95% confidence level and

a 5% margin of error, which helps minimize sampling errors while maintaining the generalizability of the findings. By aligning with this guideline, the study ensures accuracy, efficiency, and representativeness, making it a statistically sound choice for achieving the research objectives (Krejcie & Morgan, 1970).

In a study done by Elfil and Negida (2017), sampling techniques are methods used to select individuals from the population to be included in the sample. These techniques can be broadly categorized into two types: probability sampling methods, where all subjects in the target population have equal chances of being selected, and non-probability sampling methods, where the sample population is selected in a non-systematic process that does not guarantee equal chances for each subject in the target population. And in order to obtain representative data, a sample size of approximately 200 respondents, this study will employ a random sampling technique to ensure that each member of the population has an equal chance of being included.

3.2 Instrument

Cohen et al. (2018) defined research instruments as the tools or devices used by researchers to collect data. These instruments can vary based on the type of research being conducted, but they typically include questionnaires, surveys, interview schedules, and observational checklists. The purpose of research instruments is to gather information systematically and objectively to address the research questions or hypotheses. For this study, the following standardized instruments will be utilized, and these instruments have been widely used in previous research and have demonstrated reliability and validity in assessing workplace-related constructs.

- i. **Flexible Work Options Questionnaire (FWOQ)** by Albion (2004), which measures employees' perceptions of flexible work arrangements.

- ii. **Turnover Intention Scale (TIS-6)** by Roodt (2004), designed to assess employees' intention to leave their organization.
- iii. **Organizational Commitment Scale** by Meyer and Allen (1991), which evaluates employees' emotional attachment, identification, and involvement with their organization.

3.3 Questionnaire

According to Ranganathan and Caduff (2023), research questionnaire can be defined as a data collection tool comprising a series of questions or items designed to gather information from respondents about their knowledge, opinions, attitudes, beliefs, and behaviors. In this study, the questionnaires will be using a 5-Point Likert Scale, where participants will indicate their level of agreement with each statement based on the following scale:

Table 1. 5-Point Likert Scale

Category	Numerical Value
Strongly Agree	1
Agree	2
Neutral	3
Disagree	4
Strongly Disagree	5

3.4 Ethics of the Study

All information shared by participants will be treated with strict confidentiality and will be used exclusively for the purposes of this research. The data will not be shared with any third parties, and participants' identities will be anonymized to protect their privacy. Participation in the study is voluntary, and participants will have the right to withdraw at any stage without any consequences.

3.5 Data Collection Procedure

Data will be collected through a questionnaire/survey, which will be distributed via a Google Forms link to employees in Sarawak Energy Berhad. Prior to sending the link, an

official letterhead from the Faculty of Cognitive Sciences and Human Development (FCSHD) will be sent to Human Resources Department of Sarawak Energy Berhad located at Menara Sarawak Energy, No. 1, The Isthmus, 93050 Kuching, Sarawak, Malaysia as a formal request for permission to involve their employees as respondents in this research. This letter will serve as a formal request for permission to involve their employees as respondents in this research, outlining the study's purpose and ethical considerations. Once approval is obtained, the Google Forms link will be distributed by the Human Resources officer to the employees.

3.6 Data Analysis Procedure

The collected data will be processed and analysed using IBM SPSS Statistics 29.0.1.0. Once all responses are collected, the raw data will be exported from Google Forms for analysis. Both descriptive and inferential statistical analysis will be applied to interpret the data effectively. Descriptive statistics, including mean, median, and standard deviation, will be used to summarize the dataset, while correlation analysis will be conducted as part of the inferential statistics. A reliability test will also be performed to assess internal consistency, with an accepted Cronbach's Alpha value of 0.7 and above, as recommended by George and Mallery (2003). The main findings will be presented using visual aids such as pie charts and tables to enhance clarity and accessibility for the reader.

Table 2. Cronbach's Alpha coefficient for internal consistency (George & Mallery, 2003)

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.90$	Excellent
$0.80 \leq \alpha < 0.90$	Good
$0.70 \leq \alpha < 0.80$	Acceptable
$0.60 \leq \alpha < 0.70$	Questionable
$0.50 \leq \alpha < 0.60$	Poor
$\alpha < 0.50$	Unacceptable

3.7 Summary

This chapter outlines the research design and methodology employed in the study. A quantitative approach is utilized, focusing on correlational analysis to examine the relationships between flexible working arrangements, turnover intention, and organizational commitment. It describes the population, sampling techniques, and instruments used for data collection, including established scales for measuring the key constructs. The chapter emphasizes ethical considerations and the data collection process, which involves distributing a survey to employees in Sarawak Energy Berhad. Finally, it details the data analysis procedures, ensuring reliability and validity in assessing the study's hypotheses.

CHAPTER 4: FINDINGS

4.0 Introduction

This chapter presents the findings of the study, offering a detailed analysis of the data collected from respondents. It begins with a demographic profile to provide context on the participants' background, including gender, age, education level, department, job position, and employment type. The chapter then explores key variables of interest which are Flexible Working Arrangements (FWAs), Turnover Intention, and Organizational Commitment—through descriptive statistics, reliability analyses, and correlation tests. Additionally, it examines the relationship between flexible working arrangements and turnover intention and investigates whether organizational commitment moderates this relationship. The findings are supported by statistical evidence and relevant literature to ensure clarity and validity.

4.1 Demographics

Table 3. Demographic Profile of Respondents

Respondent Profile		Frequency	Percentage
Gender	Male	32	70.6%
	Female	77	29.4%
Age	18-25 years old	61	56%
	26-35 years old	41	37.6%
	36-45 years old	7	6.4%
	46-55 years old	0	0
	56 years and above	0	0

Highest Education Level	Secondary school (SPM/STPM or equivalent)	1	9%
	Diploma	11	10.1%
	Bachelor's Degree	93	85.3%
	Master's Degree	4	3.7%
	Doctorate (PHD)	0	0
Department/Division	Human Resources	54	49.5%
	Finance	4	3.7%
	Operations	10	9.2%
	Engineering	20	18.3%
	Customer Service	4	3.7%
	Other	17	15.6%
Years of Service in Sarawak Energy Berhad	Less than 1 year	21	19.3%
	1-5 years	74	67.9%
	6-10 years	9	8.3%
	11-15 years	5	4.6%
	More than 15 years	0	0
Current Job Position	Executive	63	57.8%
	Senior Executive	12	11%
	Manager	1	9%
	Senior Manager	0	0
	Other	33	30.3%
Employment Type	Permanent	107	98.2%

	Contract	2	1.8%
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Table 4. Gender Distribution of Respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	77	70.6	70.6	70.6
	Male	32	29.4	29.4	100.0
	Total	109	100.0	100.0	

Table 4 shows the gender distribution of the respondents. There are two categories: male and female. The majority of the respondents are female, making up 70.6% of the total, while male respondents account for 29.4%. This indicates that female participants were more prevalent in the survey.

Table 5. Age Group Distribution of Respondents

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 25 years	61	56.0	56.0	56.0
	26 – 35 years	41	37.6	37.6	93.6
	36 – 45 years	7	6.4	6.4	100.0
	Total	109	100.0	100.0	

Table 5 illustrates the age group of the respondents. The data is divided into three age categories: 18–25 years, 26–35 years, and 36–45 years. The largest group is those aged 18–25

years, comprising 56% of the respondents. This is followed by the 26–35 years group at 37.61%, and the smallest group is 36–45 years, with only 6.4%.

Table 6. Highest Education Level Distribution of Respondents

<i>Highest Education Level</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's degree	93	85.3	85.3	85.3
	Diploma	11	10.1	10.1	95.4
	Master's degree	4	3.7	3.7	99.1
	Secondary school (SPM/STPM or equivalent)	1	.9	.9	100.0
Total		109	100.0	100.0	

Table 6 illustrates the highest education level attained by the respondents. The data is categorized into four levels: Bachelor's degree, Diploma, Master's degree, and Secondary school (SPM/STPM or equivalent). The largest group comprises respondents with a Bachelor's degree, making up 85.3% of the total. This is followed by those with a Diploma at 10.1%, and Master's degree holders at 3.7%. The smallest group consists of respondents with only Secondary school education, accounting for just 0.9%.

Table 7. Current Job Position Distribution of Respondents

Current Job Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Executive	63	57.8	57.8	57.8
	Manager	1	.9	.9	58.7
	Other	33	30.3	30.3	89.0
	Senior Executive	12	11.0	11.0	100.0
	Total	109	100.0	100.0	

Table 7 shows the current job positions of the respondents. The largest group are executives, making up 57.8% of the total. “Other” follow with 30.3%, and senior executive account for 11%. A small portion, 0.9%, fall under the Manager category. This indicates that most respondents hold mid-level professional roles.

Table 8. Department/Division Distribution of Respondents

Department/Division

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Customer Service	4	3.7	3.7	3.7
	Engineering	20	18.3	18.3	22.0
	Finance	4	3.7	3.7	25.7
	Human Resources	54	49.5	49.5	75.2
	Operations	10	9.2	9.2	84.4
	Other	17	15.6	15.6	100.0
	Total	109	100.0	100.0	

Table 8 displays the departments or divisions where the respondents work. The human resources department has the highest representation at 49.5%, followed by engineering at

18.3%, other at 15.6%, operations at 9.2% and both customer service and finance departments at 3.7%.

Table 9. Years of Service in Sarawak Energy Berhad Distribution of Respondents

Years of Service in Sarawak Energy Berhad

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 – 5 years	74	67.9	67.9	67.9
	11 – 15 years	5	4.6	4.6	72.5
	6 – 10 years	9	8.3	8.3	80.7
	Less than 1 year	21	19.3	19.3	100.0
	Total	109	100.0	100.0	

Table 9 outlines the years of service of the respondents in Sarawak Energy Berhad. The categories include less than 1 year, 1–5 years, 6–10 years, and 11–15 years. Although the exact percentages are not clearly listed, the presence of these categories indicates a range of experience levels among the employees surveyed.

Table 10. Employment Type Distribution of Respondents

Employment Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Contract	2	1.8	1.8	1.8
	Permanent	107	98.2	98.2	100.0
	Total	109	100.0	100.0	

Table 10 shows the employment type of the respondents. A significant majority of 98.2%, are permanent employees, while only 1.8% are on contract. This reflects a stable workforce with long-term employment.

4.2 Flexible Working Arrangements (FWAs)

Table 11. Descriptive Statistics for Flexible Working Arrangements (FWAs)

Descriptive Statistics

	N	Mean	Std. Deviation
Mean_FWA	109	3.0673	.45608
Valid N (listwise)	109		

Table 12. Overall Mean and Standard Deviation for Flexible Working Arrangements (FWAs)

Question		Scale					Mean	Standard Deviation
		1	2	3	4	5		
FWA1	Flexible working arrangements help me balance life commitments.	-	-	3	76	30	4.25	.494
FWA2	I cannot afford the loss of pay associated with flexible work options that involve reduced hours. (R)	32	65	10	1	1	1.84	.696
FWA3	Flexible work options do not suit me because they tend to make me feel disconnected from the workplace. (R)	20	48	26	9	6	2.39	1.053

FWA4	Working shorter hours would negatively impact on my career progress within the organisation. (R)	20	48	27	12	2	2.34	.964
FWA5	Flexible working arrangements are essential for me in order to be able to deal with other interests and responsibilities outside work.	-	1	3	64	41	4.33	.578
FWA6	Flexible working arrangements are essential for me in order to be able to manage variations in workload and responsibilities.	-	1	7	56	45	4.33	.639
FWA7	Flexible working arrangements enable me to focus more on the job when I am at the workplace.	-	-	3	63	43	4.37	.539
FWA8	Supervisors at my workplace react negatively to people using flexible working arrangements. (R)	-	-	5	60	44	4.36	.570
FWA9	Other people at my workplace react negatively to people using flexible working arrangements. (R)	33	41	14	18	3	2.24	1.138
FWA10	People using flexible working arrangements usually have less commitment to their work role. (R)	31	40	20	13	5	2.28	1.138

FWA11	People using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc. (R)	43	37	12	10	7	2.09	1.206
FWA12	I would not be able to do paid work at all, if I could not use flexible work arrangements.	35	51	14	6	3	2.00	.962
Overall Mean & Standard Deviation							3.07	0.46

The table of descriptive statistics shows the mean and the standard deviation of Flexible Working Arrangement (FWAs) perceptions where the variables are FWA1 to FWA12. This data has been collected from respondents, and each label corresponds to a specific statement to ensure clarity and accuracy of interpretation.

Based on the table, the item with the highest mean is FWA7 (Flexible working arrangements enable me to focus more on the job when I am at the workplace) with a mean of 4.37, suggesting that respondents strongly agree that flexible arrangements enhance their focus at work. This is closely followed by FWA5 and FWA6, both with a mean of 4.33, indicating strong agreement on the importance of flexible arrangements for managing responsibilities and workload.

Conversely, the lowest mean is FWA2 (I cannot afford the loss of pay associated with flexible work options that involve reduced hours) with a mean of 1.84, indicating strong disagreement, suggesting that most respondents are not concerned about pay loss due to flexible work options. Similarly, FWA12 (I would not be able to do paid work at all, if I could

not use flexible work arrangements) also has a low mean of 2.00, reflecting disagreement with the statement.

In terms of variability, the highest standard deviation is observed in FWA11 (People using flexible working arrangements often miss important work events or communications) and FWA10 (People using flexible working arrangements usually have less commitment to their work role), both at 1.138, indicating a wider range of opinions among respondents. The lowest standard deviation is found in FWA1 (Flexible working arrangements help me balance life commitments) at 0.494, suggesting strong consensus among respondents.

Overall, the mean for all questions in the Flexible Working Arrangement category is 3.07, indicating a moderate level of agreement among respondents. The overall standard deviation is 0.46, reflecting relatively consistent responses across the items.

4.3 Reliability Analysis (Flexible Working Arrangements)

Table 13. Reliability Analysis for Flexible Working Arrangements (FWAs) Items

<i>Reliability Statistics</i>				
	Cronbach's Alpha	N of Items		
	.658	13		

<i>Item-Total Statistics</i>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FWA1	36.57	24.303	.105	.660
FWA2_Recode	38.97	24.879	-.044	.681
FWA3_Recode	38.43	17.599	.719	.550
FWA4_Recode	38.48	19.418	.554	.590
FWA5	36.49	23.604	.199	.651
FWA6	36.49	24.234	.066	.666
FWA7	36.45	24.213	.105	.660
FWA8	36.46	25.028	-.052	.676
FWA9_Recode	38.58	17.246	.690	.550
FWA10_Recode	38.54	17.732	.630	.565
FWA11_Recode	38.72	17.053	.658	.554
FWA12_Recode	38.82	20.225	.451	.610
FWA13	36.81	29.953	-.595	.760

According to Taber (2017), a Cronbach's Alpha value of 0.70 or higher is considered acceptable for internal consistency in research instruments. In the initial analysis of the Flexible Working Arrangements (FWA) scale, the Cronbach's Alpha was 0.658, which is below the accepted threshold, indicating that the scale had low reliability.

Upon examining the item-total statistics, FWA13 was found to have a negative corrected item-total correlation (-.595), suggesting that it did not align well with the other

items. Additionally, the Cronbach's Alpha would increase to 0.760 if FWA13 were deleted, confirming that this item was negatively affecting the overall reliability.

Table 14. Reliability Analysis for Flexible Working Arrangements (FWAs) Items

<i>Reliability Statistics</i>				
	Cronbach's Alpha	N of Items		
	.760	12		

<i>Item-Total Statistics</i>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FWA1	32.56	29.119	.111	.766
FWA2_Recode	34.96	29.443	.003	.778
FWA3_Recode	34.42	21.635	.736	.694
FWA4_Recode	34.47	23.770	.559	.722
FWA5	32.48	28.659	.155	.764
FWA6	32.48	29.474	.010	.776
FWA7	32.44	29.230	.074	.769
FWA8	32.45	30.120	-.079	.780
FWA9_Recode	34.57	20.951	.740	.691
FWA10_Recode	34.53	21.622	.665	.703
FWA11_Recode	34.72	20.594	.722	.692
FWA12_Recode	34.81	24.009	.532	.726

After removing FWA13, the revised reliability analysis showed a Cronbach's Alpha of 0.760, which is above the accepted threshold and indicates acceptable internal consistency for the scale.

Most items in the revised scale showed moderate to strong corrected item-total correlations, particularly FWA3_Recode, FWA9_Recode, and FWA11_Recode, which

contributed positively to the scale's reliability. Although FWA2_Recode and FWA8 still showed weak correlations, their removal did not significantly improve the Cronbach's Alpha, so they were retained.

In conclusion, the deletion of FWA13 successfully improved the reliability of the FWA scale, making it suitable for use in research.

4.4 Turnover Intention

Table 15. Descriptive Statistics for Turnover Intention

<i>Descriptive Statistics</i>			
	N	Mean	Std. Deviation
Mean_TI	109	3.4128	.43188
Valid N (listwise)	109		

Table 16. Overall Mean and Standard Deviation for Turnover Intention

Question		Scale					Mean	Standard Deviation
		1	2	3	4	5		
TI1	How often have you considered leaving your job?	3	1	63	34	8	3.39	.758
TI2	How satisfying is your job in fulfilling your personal needs?	3	14	65	25	2	3.08	.734
TI3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	-	3	61	43	2	3.40	.579
TI4	How often do you dream about getting another job that will better suit your personal needs?		2	37	61	9	3.71	.643

TI5	How likely are you to accept another job at the same compensation level should it be offered to you?		2	17	81	9	3.89	.550
TI6	How often do you look forward to another day at work?	9	16	54	26	4	3.00	.933
Overall Mean & Standard Deviation							3.41	.432

The table of descriptive statistics shows the mean and the standard deviation of Turnover Intention (TI), where the variables are TI1 to TI6. This data has been collected from respondents, and each label corresponds to a specific question to ensure the accuracy of the information.

Based on the table, the item with the highest mean is TI5 (How likely are you to accept another job at the same compensation level should it be offered to you?) with a mean of 3.89, suggesting that respondents are quite likely to consider switching jobs even without a pay increase. This is followed by TI4 (How often do you dream about getting another job that will better suit your personal needs?) with a mean of 3.71, indicating a relatively high level of desire for a better-fitting job.

On the other hand, the lowest mean is TI6 (How often do you look forward to another day at work?) with a mean of 3.00, suggesting a neutral to slightly positive sentiment toward daily work engagement. Similarly, TI2 (How satisfying is your job in fulfilling your personal needs?) has a mean of 3.08, indicating moderate satisfaction.

In terms of variability, the highest standard deviation is found in TI6 at 0.933, reflecting a broader range of responses regarding enthusiasm for work. The lowest standard

deviation is observed in TI5 at 0.550, indicating a more consistent agreement among respondents about their willingness to accept another job at the same pay.

Overall, the mean for all questions in the Turnover Intention category is 3.41, indicating a moderate to high level of turnover intention among respondents. The overall standard deviation is 0.432, suggesting relatively consistent responses across the items.

4.5 Reliability Analysis (Turnover Intention)

Table 17. Reliability Analysis for Turnover Intention Items

<i>Reliability Statistics</i>				
	Cronbach's Alpha	N of Items		
	.658	6		

<i>Item-Total Statistics</i>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TI1	17.08	4.965	.348	.630
TI2	17.39	4.648	.482	.579
TI3	17.07	5.069	.502	.584
TI4	16.77	5.197	.377	.619
TI5	16.59	5.578	.321	.638
TI6	17.48	4.437	.358	.640

According to Taber (2018), a Cronbach's Alpha value of 0.60 or higher may be considered acceptable in exploratory research, especially when the number of items is small or the construct is complex.

In the reliability analysis of the Turnover Intention scale, the Cronbach's Alpha was 0.658 for six items, which is above the 0.60 threshold and therefore considered acceptable for research purposes under this guideline.

All items had positive corrected item-total correlations, ranging from 0.321 (TI5) to 0.502 (TI3). The Cronbach's Alpha if Item Deleted values ranged from 0.579 to 0.640, indicating that no single item significantly improved the overall reliability if removed.

Thus, the scale demonstrates acceptable internal consistency without the need to delete any items.

4.6 Organizational Commitment

Table 18. Descriptive Statistics for Organizational Commitment

Descriptive Statistics

	N	Mean	Std. Deviation
Mean_OC	109	3.7446	.28198
Valid N (listwise)	109		

Table 19. Overall Mean and Standard Deviation for Organizational Commitment

Question		Scale					Mean	Standard Deviation
		1	2	3	4	5		
AC1	I would be very happy to spend the rest of my career with this organization.	-	1	4	72	32	4.24	.559
AC2	I enjoy discussing about my organization with people outside it.	-	-	8	69	32	4.22	.567
AC3	I really feel as if this organization's problems are my own.	-	4	14	67	24	4.02	.707
AC5	I do not feel like 'part of the family' at my organization. (R)	13	41	51	4	-	2.42	.749
AC6	I do not feel a 'strong' sense of belonging to my organization. (R)	22	36	41	10	-	2.36	.908

CC2	It would be very hard for me to leave my organization right now, even if I wanted to.	-	1	13	56	39	4.22	.685
CC3	Too much in my life would be disrupted if I decided to leave my organization now.	-	1	13	55	40	4.23	.689
CC5	Right now, staying with my organization is a matter of necessity as much as desire.	-	-	11	63	35	4.22	.614
CC6	I feel that I have very few options to consider leaving this organization.	-	-	13	57	39	4.24	.651
CC7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	-	1	8	64	36	4.24	.622
CC8	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.	-	1	7	67	34	4.23	.603
NC1	I think that people these days move from company to company too often.	-	1	11	60	37	4.22	.658

NC2	I do not believe that a person must always be loyal to his or her organization. (R)	31	61	16	1	-	1.88	.677
NC4	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	-	3	11	60	35	4.17	.714
NC5	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	-	4	6	70	29	4.14	.673
NC6	I was taught to believe in the value of remaining loyal to one organization.	-	3	17	51	38	4.14	.775
NC7	Things were better in the days when people stayed in one organization for most of their careers.	-	3	8	60	38	4.22	.699
NC8	I do not think that to be a 'company man' or 'company woman' is sensible anymore. (R)	32	47	27	3	-	2.01	.811
Overall Mean & Standard Deviation							3.74	.282

The table of descriptive statistics shows the mean and the standard deviation of Organizational Commitment (OC), where the variables range from AC1 to NC8. This data has

been collected from respondents, and each label corresponds to a specific statement to ensure the accuracy of the information.

Based on the table, the item with the highest mean is AC1 (I would be very happy to spend the rest of my career with this organization) and CC6 (I feel that I have very few options to consider leaving this organization), both with a mean of 4.24, suggesting strong agreement among respondents regarding their long-term commitment and limited alternatives outside the organization. Several other items such as CC7, NC7, and CC8 also share this high mean, indicating a consistent sentiment of attachment and perceived value in staying.

In contrast, the lowest mean is NC2 (I do not believe that a person must always be loyal to his or her organization) with a mean of 1.88, indicating strong disagreement and suggesting that respondents generally value loyalty to their organization. Similarly, NC8 (I do not think that to be a 'company man' or 'company woman' is sensible anymore) has a low mean of 2.01, reinforcing the notion that respondents still see value in organizational loyalty.

Regarding variability, the highest standard deviation is found in NC8 at 0.811, indicating a wider range of opinions on the relevance of traditional organizational loyalty. The lowest standard deviation is observed in AC1 at 0.559, suggesting strong consensus on career-long commitment to the organization.

Overall, the mean for all questions in the Organizational Commitment category is 3.74, indicating a high level of commitment among respondents. The overall standard deviation is 0.282, reflecting consistent responses across the items.

4.7 Reliability Analysis (Organizational Commitment)

Table 20. Reliability Analysis for Organizational Commitment Items

<i>Reliability Statistics</i>				
	Cronbach's Alpha	N of Items		
	.449	22		

<i>Item-Total Statistics</i>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AC1	70.87	17.224	.388	.396
AC2	70.89	18.414	.124	.438
AC3	71.09	18.288	.091	.444
AC4_Recode	73.26	20.507	-.273	.505
AC5_Recode	72.69	18.606	.027	.458
AC6_Recode	72.75	18.762	-.031	.478
CC1_Recode	73.00	19.833	-.162	.507
CC2	70.89	16.266	.471	.367
CC3	70.88	16.087	.503	.360
CC4_Recode	73.22	20.025	-.185	.511
CC5	70.89	17.043	.379	.393
CC6	70.87	17.002	.356	.394
CC7	70.87	16.669	.450	.378
CC8	70.88	16.865	.426	.385
NC1	70.89	17.580	.241	.416
NC2_Recode	73.23	19.993	-.184	.494
NC3_Recode	73.26	20.619	-.280	.512
NC4	70.94	17.515	.220	.418
NC5	70.97	16.916	.356	.392
NC6	70.97	17.027	.267	.406
NC7	70.89	17.414	.247	.413
NC8_Recode	73.10	19.184	-.071	.481

According to Taber (2017), a Cronbach's Alpha value of 0.70 or higher is considered acceptable for internal consistency. In the initial analysis, the OC scale had a Cronbach's Alpha of 0.449, which is well below the accepted threshold, indicating poor reliability.

Several items showed negative or very low corrected item-total correlations, such as AC4_Recode (-.273), AC6_Recode (-.031), and NC3_Recode (-.280). These items were not contributing positively to the scale and were candidates for removal.

Table 21. Reliability Analysis for Organizational Commitment Items

<i>Reliability Statistics</i>				
	Cronbach's Alpha	N of Items		
	.512	21		

<i>Item-Total Statistics</i>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AC1	69.02	18.389	.400	.466
AC2	69.04	19.443	.171	.498
AC3	69.24	19.146	.157	.499
AC4_Recode	71.40	22.187	-.329	.570
AC5_Recode	70.83	20.195	-.020	.531
AC6_Recode	70.90	20.406	-.075	.550
CC1_Recode	71.15	21.441	-.196	.572
CC2	69.04	17.462	.469	.444
CC3	69.03	17.249	.506	.437
CC4_Recode	71.37	21.660	-.222	.576
CC5	69.04	18.073	.415	.459
CC6	69.02	17.981	.401	.459
CC7	69.02	17.500	.525	.440
CC8	69.03	17.879	.466	.452
NC1	69.04	18.425	.312	.474
NC2_Recode	71.38	21.811	-.261	.565
NC4	69.09	18.325	.292	.475
NC5	69.12	17.736	.429	.452
NC6	69.12	17.865	.328	.465
NC7	69.04	18.239	.317	.471
NC8_Recode	71.25	20.910	-.128	.554

After removing NC3_Recode, the Cronbach's Alpha increased slightly to 0.512, but this was still below the acceptable level. Items like AC4_Recode, CC4_Recode, and NC3_Recode continued to show negative correlations, indicating further refinement was needed.

Table 22. Reliability Analysis for Organizational Commitment Items

<i>Reliability Statistics</i>				
	Cronbach's Alpha	N of Items		
	.576	20		

<i>Item-Total Statistics</i>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AC1	67.13	19.317	.413	.537
AC2	67.15	20.200	.223	.560
AC3	67.35	19.637	.243	.555
AC4_Recode	69.51	23.771	-.406	.638
AC5_Recode	68.94	21.738	-.091	.607
AC6_Recode	69.01	22.213	-.161	.629
CC1_Recode	69.26	23.211	-.274	.645
CC2	67.15	18.145	.522	.513
CC3	67.14	17.842	.574	.504
CC5	67.15	18.719	.483	.524
CC6	67.13	18.669	.456	.525
CC7	67.13	18.261	.567	.511
CC8	67.14	18.768	.484	.525
NC1	67.15	19.052	.379	.536
NC2_Recode	69.49	23.234	-.311	.631
NC4	67.20	18.922	.359	.537
NC5	67.23	18.438	.479	.520
NC6	67.23	18.401	.400	.528
NC7	67.15	18.830	.386	.533
NC8_Recode	69.36	22.324	-.172	.623

With two items removed, the Cronbach's Alpha improved to 0.576, showing gradual improvement. However, items such as AC4_Recode (-.406) and NC2_Recode (-.311) still had negative correlations, suggesting they were reducing the scale's reliability.

Table 23. Reliability Analysis for Organizational Commitment Items

<i>Reliability Statistics</i>				
	Cronbach's Alpha	N of Items		
	.645	19		

<i>Item-Total Statistics</i>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AC1	65.02	20.722	.427	.614
AC2	65.04	21.332	.297	.627
AC3	65.24	20.572	.334	.620
AC4_Recode	67.40	25.761	-.458	.705
AC5_Recode	66.83	23.806	-.158	.683
AC6_Recode	66.90	24.369	-.221	.703
CC2	65.04	19.332	.566	.591
CC3	65.03	19.101	.604	.585
CC5	65.04	20.054	.506	.603
CC6	65.02	19.944	.489	.603
CC7	65.02	19.611	.583	.593
CC8	65.03	20.397	.450	.610
NC1	65.04	20.313	.416	.611
NC2_Recode	67.38	25.052	-.339	.697
NC4	65.09	20.010	.421	.609
NC5	65.12	19.625	.525	.597
NC6	65.12	19.476	.458	.601
NC7	65.04	19.888	.455	.605
NC8_Recode	67.25	24.244	-.212	.694

After removing three problematic items, the Cronbach's Alpha reached 0.645, which is close to the acceptable threshold but still slightly below. Most items now showed moderate positive correlations, but a few, like NC8_Recode (-.212), remained weak.

Table 24. Reliability Analysis for Organizational Commitment Items

<i>Reliability Statistics</i>				
	Cronbach's Alpha	N of Items		
	.705	18		

<i>Item-Total Statistics</i>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AC1	63.17	23.065	.444	.680
AC2	63.18	23.559	.342	.688
AC3	63.39	22.665	.386	.682
AC5_Recode	64.98	26.666	-.189	.742
AC6_Recode	65.05	27.470	-.266	.761
CC2	63.18	21.633	.574	.662
CC3	63.17	21.386	.612	.658
CC5	63.18	22.355	.522	.671
CC6	63.17	22.102	.528	.669
CC7	63.17	21.898	.597	.663
CC8	63.17	22.812	.449	.678
NC1	63.18	22.485	.456	.676
NC2_Recode	65.52	27.937	-.368	.752
NC4	63.24	22.091	.471	.673
NC5	63.27	21.790	.560	.665
NC6	63.27	21.697	.479	.670
NC7	63.18	22.114	.481	.672
NC8_Recode	65.39	27.074	-.234	.750

In the final analysis, after removing a total of four items; AC4_Recode, CC1_Recode, CC4_Recode and NC3_Recode, the Cronbach's Alpha reached 0.705, which meets the accepted threshold. This indicates that the revised scale has acceptable internal consistency and is suitable for research use.

The Organizational Commitment scale initially showed poor reliability. Through a systematic process of identifying and removing items with low or negative item-total

correlations, the scale was refined from 22 to 18 items. The final version achieved a Cronbach's Alpha of 0.705, indicating acceptable reliability according to Taber (2017).

4.8 Normality Test

Table 25. Normality Test

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Mean_TI	.123	109	<.001	.975	109	.039

^a. Lilliefors Significance Correction

To determine the appropriate statistical test for analysing the relationship between variables, a normality test was conducted on the dependent variable, *Mean_TI* (Mean Turnover Intention). The normality of the data was assessed using both the Kolmogorov-Smirnov and Shapiro-Wilk tests. The results from the Kolmogorov-Smirnov test showed a statistic of 0.123 with a significance value of less than .001, while the Shapiro-Wilk test yielded a statistic of 0.975 with a significance value of .039. Since both tests produced p-values below the threshold of 0.05, the data is considered to significantly deviate from a normal distribution. This indicates that the assumption of normality is not met for the variable *Mean_TI*.

As a result, a non-parametric test was selected for the correlation analysis. Specifically, the Spearman's Rank-Order Correlation test was used to examine the relationship between variables. Spearman's correlation is appropriate for data that is not normally distributed and provides a reliable measure of association without requiring the assumption of normality.

According to Bishara and Hittner (2012), Spearman's correlation performs better than Pearson's in maintaining statistical validity when data distributions deviate from normality. Their study found that Spearman's method is more robust and less affected by skewed

distributions, making it suitable for behavioral and social science research where non-normal data is common.

4.9 Data Analysis

- i. **Objective:** To investigate the relationship between flexible working arrangements and turnover intention.
- ii. **H_1 :** There is a significant relationship between flexible working arrangements and turnover intention.

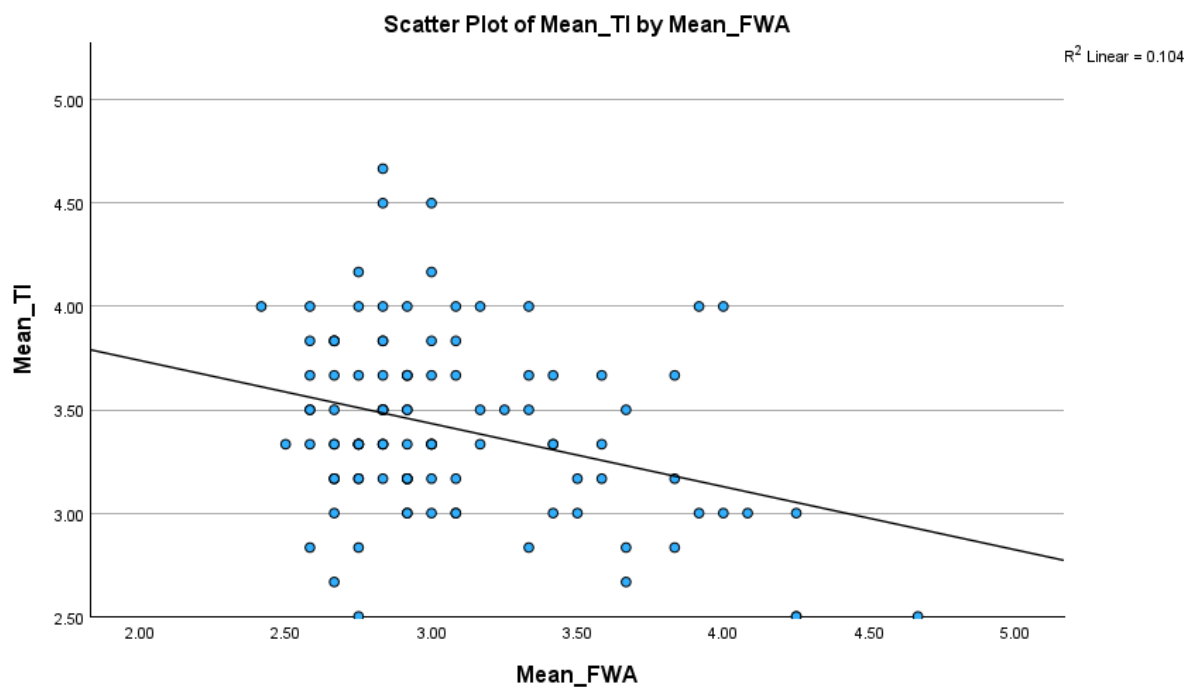


Figure 2. Scatter Plot Showing the Relationship Between Flexible Working Arrangements (Mean_FWA) and Turnover Intention (Mean_TI)

According to Figure 2, it illustrates the relationship between Flexible Working Arrangements (FWA) and Turnover Intention (TI). Each point represents a paired observation of TI and FWA.

From the scatter plot, it appears that there is a weak negative relationship between TI and FWA, as indicated by the downward trend of the data points. This scatter plot aligns with the result of the linear regression line, which shows a negative slope and an R^2 value of 0.104, suggesting that approximately 10.4% of the variation in Turnover Intention can be explained by Flexible Working Arrangements. This means that as FWA increases, TI tends to decrease slightly.

Table 26. Spearman's Correlation Between Flexible Working Arrangements (Mean_FWA) and Turnover Intention (Mean_TI)

Correlations

		Mean_FWA	Mean_TI
Spearman's rho	Mean_FWA	1.000	-.221 ^{**}
	Correlation Coefficient		
	Sig. (2-tailed)		.021
	N	109	109
	Mean_TI	-.221 ^{**}	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.021	
	N	109	109

^{**}. Correlation is significant at the 0.05 level (2-tailed).

According to the 2-tailed table, the Spearman correlation analysis between Flexible Working Arrangements (FWA) and Turnover Intention (TI) shows a correlation coefficient of -0.221 with a p-value of 0.021. This indicates a weak negative monotonic relationship between the two variables, which is $r(109) = -0.221$, $p = 0.021$. This result suggests that as FWA increases, TI tends to decrease.

The p-value of 0.021 is less than the commonly accepted threshold of 0.05, which means the correlation is statistically significant and unlikely to have occurred by chance.

Therefore, we accept Hypothesis 1, confirming that flexible working arrangements are significantly related to turnover intention.

Flexible working arrangements have been shown to influence employees' decisions to stay or leave an organization. When employees are given more autonomy and flexibility in how they manage their work schedules, they often experience greater job satisfaction, work-life balance, and organizational commitment, which in turn reduces their intention to leave.

According to a study by Alkaabi et al. (2024), workplace flexibility is one of the key factors that can reduce turnover intention. The study highlights that employees who perceive their work environment as supportive and adaptable are less likely to consider leaving their jobs. Similarly, research by Mosquera and Soares (2025) found that organizational practices that enhance employee well-being, such as flexible work arrangements, significantly reduce turnover intention. Their findings emphasize that employee well-being mediates the relationship between workplace practices and turnover, reinforcing the importance of flexibility in retaining talent.

- iii. **Objective:** To investigate the moderating effect of organizational commitment on the relationship between flexible working arrangements and turnover intention.
- iv. **H₂:** Organizational commitment moderates the relationship between organizational commitment and turnover intention.

Table 27. Model Summary of Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.360 ^a	.130	.113	.40667

^a. Predictors: (Constant), Mean_FWA, INT

Table 28. ANOVA Table for Regression Model

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.614	2	1.307	7.902	<.001 ^b
	Residual	17.531	106	.165		
	Total	20.144	108			

^a. Dependent Variable: Mean_TI

^b. Predictors: (Constant), Mean_FWA, INT

Table 29. Coefficients of Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.434	.270		16.406	<.001
	INT	-.056	.032	-.163	-1.770	.080
	Mean_FWA	-.334	.087	-.353	-3.827	<.001

^a. Dependent Variable: Mean_TI

Figures above show the linear regression analysis which to examine whether organizational commitment moderates the relationship between flexible working arrangements (FWA) and turnover intention. The overall regression model was statistically significant, indicating that the predictors collectively explain a meaningful portion of the variance in turnover intention ($R^2 = 0.130$, $F(2, 106) = 7.902$, $p < .001$).

The results show that flexible working arrangements have a significant negative effect on turnover intention ($B = -0.334$, $p < .001$), suggesting that employees with greater access to flexible work options are less likely to consider leaving their organization.

However, the moderation analysis result shows that the interaction term between flexible working arrangements and organizational commitment was not statistically significant ($B = -0.056$, $p = 0.080$). This indicates that organizational commitment does not significantly moderate the relationship between flexible working arrangements and turnover intention. Since the p-value (0.080) is higher than the alpha level (0.05), we have to reject the Hypothesis 2, confirming that organizational commitment does not significantly moderate the relationship between flexible working arrangements and turnover intention. According to Jaccard and Wan

(1996), for a moderating effect to be present, the interaction term between the independent variable and the moderator must be statistically significant ($p < 0.05$).

Although organizational commitment is widely recognized as a factor that negatively influences turnover intention, its role as a moderator in the relationship between flexible working arrangements and turnover intention is not consistently supported in empirical research.

A study by Obiechina (2019) investigated the moderating effect of constituent attachment on the relationship between organizational commitment and turnover intention. While organizational commitment was found to negatively predict turnover intention, the moderation effect was not significant.

Similarly, Ramalho Luz et al., (2018) found that while affective and normative commitment were significantly related to turnover intention, the influence was direct rather than moderated by other variables such as flexible working arrangements. Their regression analysis highlighted that organizational commitment impacts turnover intention independently, rather than altering the effect of other predictors

These findings align with the moderation analysis above, where the interaction term between organizational commitment and flexible working arrangements yielded a p-value of 0.080, which does not meet the conventional threshold of $p < 0.05$ for statistical significance.

CHAPTER 5: SUMMARY, CONCLUSION & RECOMMENDATIONS

5.0 Research Summary

This study aimed to investigate the relationship between flexible working arrangements and turnover intention with organizational commitment as the moderator among employees in utility sector in Sarawak. The findings revealed a statistically significant negative relationship between flexible working arrangements and turnover intention, indicating that employees who perceive greater flexibility in their work arrangements are less likely to consider leaving their jobs. The overall mean score for flexible working arrangements was 3.07, reflecting moderate agreement with the benefits of flexibility, while the mean score for turnover intention was 3.41, suggesting a moderate to high level of turnover intention.

Additionally, the study examined whether organizational commitment moderates the relationship between flexible working arrangements and turnover intention. Although the overall level of organizational commitment was high (mean = 3.74), the moderation analysis showed that organizational commitment did not significantly influence the relationship between flexible working arrangements and turnover intention. These results suggest that while flexible work arrangements can reduce turnover intention, organizational commitment does not necessarily strengthen or weaken this effect.

5.1 Limitations of the Study

This study encountered several limitations that may have influenced the scope and reliability of its findings. Firstly, the demographic composition of the sample was uneven, with a disproportionate number of respondents originating from the Human Resources department and occupying executive-level positions. This imbalance may limit the generalizability of the results to other departments and job categories within the organization.

Secondly, the research employed a cross-sectional design, which captures data at a single point in time. This approach restricts the ability to establish causal relationships between variables and may not reflect changes in employee perceptions over time. Thirdly, the use of self-administered questionnaires introduces the possibility of response bias, as participants may have provided socially desirable answers rather than candid responses.

Furthermore, the total number of respondents who completed the survey did not meet the targeted sample size, thereby reducing the statistical power of the analysis and potentially affecting the robustness of the conclusions drawn. The data collection process also experienced significant delays, as responses were received over an extended period. This prolonged waiting time may have impacted the efficiency of the research timeline and the consistency of respondent engagement.

Lastly, the study was conducted within a single organization, Sarawak Energy Berhad which may limit the applicability of the findings to other organizations or industries with differing operational structures, cultures, or workforce dynamics.

5.2 Research Implications

i. Organization

The findings of this research highlight that flexible working arrangements are not merely operational conveniences but strategic assets for enhancing employee retention. Organizations that implement flexible working arrangements such as hybrid working can significantly reduce turnover intention by improving job satisfaction and work-life balance. Research by Allen et al. (2013) and Roselina Ahmad Saufi et al. (2023) support the notion that employees who experience autonomy and support in their work arrangements are more likely to remain loyal and engaged. However, flexibility alone is insufficient as organizations should also cultivate a strong sense of organizational commitment by aligning values, offering recognition, and fostering a supportive culture. When flexible work arrangements' policies are integrated with commitment-building strategies, organizations can reduce the recruitment costs, retain institutional knowledge, and maintain operational continuity.

ii. Future Researchers

This study contributes to the growing body of literature on employee retention by investigating the relationship between flexible working arrangements, turnover intention, and organizational commitment. The application of Job Embeddedness Theory by Mitchell et al. (2001) provides a multidimensional framework that encompassing links, fit and sacrifice that future researchers can expand upon. Further research could explore how these dimensions vary across industries, cultural contexts and demographics groups. Additionally, the role of supervisory support and work engagement, as highlighted by Shirmohammadi et al. (2022) and Kim et al. (2017), presents opportunities for more integrative models.

Longitudinal studies would be particularly valuable in assessing the long-term effects of flexible work arrangements' policies on employee commitment and turnover. These findings encourage deeper investigation into the psychological and organizational mechanisms that influence employee behavior in evolving work environments.

iii. HR Practitioners

This research offers practical insights for HR practitioners aiming to enhance employee retention. Flexible working arrangements should be supported by initiatives that strengthen organizational commitment. Programs that address affective, continuance, and normative commitment such as mentorship and career development can help employees feel emotionally connected to the organization, recognize the value of staying, and develop a sense of duty to remain. The importance of supervisory support is also emphasized where managers should be trained to support flexible work arrangements and maintain strong communication with their teams. Moreover, promoting work-life balance and job engagement is essential, particularly in hybrid settings, to prevent burnout and disengagement. By applying these strategies, HR practitioners can foster a more adaptive, committed, and satisfied workforce.

5.3 Recommendations

i. Organization

Organizations are encouraged to adopt and institutionalize flexible working arrangements as a strategic approach to enhance employee satisfaction and reduce turnover intention. Arrangements such as remote work, flexible hours, and hybrid working should be implemented with clear policies and consistent managerial support to ensure effectiveness. However, flexibility should not be treated as a standalone solution. It is recommended that organizations simultaneously invest in strengthening organizational commitment by fostering a culture of trust, recognition, and shared values. Initiatives that promote affective, continuance, and normative commitment such as employee development programs, transparent communication, and ethical leadership can reinforce employees' psychological attachment to the organization. Furthermore, organizations should regularly assess the impact of flexible work policies on employee engagement and retention to ensure alignment with organizational goals.

ii. Future Researchers

Future research should explore the dynamic relationships between flexible working arrangements, turnover intention, and organizational commitment across various industries, job roles, and cultural contexts. It is recommended to conduct longitudinal studies to examine how these relationships evolve over time, especially in response to external factors such as economic shifts or technological advancements. Additionally, future studies could incorporate other moderating or mediating variables such as job engagement, perceived organizational support, and leadership style to develop a more comprehensive understanding of employee retention. The application of Job Embeddedness Theory in this study provides a

useful framework, and future researchers are encouraged to further investigate its dimensions links, fit, and sacrifice in different organizational settings. Comparative studies between organizations with and without flexible work policies could also yield valuable insights into best practices for employee retention.

iii. HR Practitioners

HR practitioners should take a proactive role in designing and implementing flexible work arrangements' policies that are aligned with both organizational objectives and employee needs. It is recommended that HR departments provide training for managers to effectively support and supervise employees in flexible work environments, ensuring consistent communication and performance management. In addition, HR should develop programs that enhance organizational commitment, such as mentorship opportunities, career progression pathways, and recognition systems. These initiatives can help employees feel valued and connected to the organization, thereby reducing turnover intention. HR practitioners are also advised to regularly collect feedback from employees regarding their work-life balance and job satisfaction, using this data to refine policies and practices. By integrating flexibility with a strong commitment-building strategy, HR can contribute significantly to creating a resilient and engaged workforce.

5.4 Conclusion

In conclusion, this study confirms that flexible working arrangements are significantly associated with lower turnover intention among employees in utility sector in Sarawak. While organizational commitment remains high, it does not significantly moderate the relationship between flexibility and turnover. These findings highlight the value of workplace flexibility in retaining talent and suggest that organizations should continue to innovate and adapt their work policies to meet the evolving needs of their workforce. By doing so, they can create a more resilient and committed workforce, better equipped to thrive in a dynamic work environment.

APPENDIX

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development
UNIMAS/NC-16.03/04-13/01 Jld.41 (76)



25 Februari 2025

HR Department
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Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk.

Dengan ini disahkan bahawa pelajar **Penny Riong Nyangga (85451)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>The Relationship Between Flexible Working Arrangement And Turnover Intention With Organizational Commitment As The Moderator Among Employees</i>
Penyelia	: Profesor Madya Dr Surena binti Sabil
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Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Kerjasama yang diberikan oleh pihak tuan/puan didahului dengan ucapan terima kasih.

Sekian.

Yang benar,

Julia Anak Clifton Akoi@Empadeng
**Penyelaras Program
Pembangunan Sumber Manusia**

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Community Driven University For a Sustainable World

THE RELATIONSHIP BETWEEN FLEXIBLE WORKING ARRANGEMENT, CONFLICT, ENRICHMENT, HAPPINESS, COMMITMENT, TURNOVER INTENTION AND STRESS AMONG EMPLOYEES IN PRIVATE SECTOR.

B *I* U [G](#) [X](#)

Dear respondents,

We are final-year students of the **Bachelor of Human Resource Development with Honours** from the **Faculty of Cognitive Science and Human Development, UNIMAS**. As part of our **Final Year Project (FYP)**, we are conducting a survey at **Sarawak Energy Berhad** to examine the relationship between **flexible working arrangement** and **happiness, commitment, turnover intention** and **stress** among employees in private sector.

We kindly seek your help in answering this questionnaire **honestly** based on your personal experience and work situation. Your responses are **confidential** and will be used solely for academic purposes.

If you have any inquiries, feel free to contact:

- 📞 **Allison** – 014-726 3095
- 📞 **Erza** – 016-843 4007
- 📞 **Penny** – 011-2484 9344
- 📞 **Siti** – 013-523 1436

Thank you for your time and participation. Your input is highly valuable to our research.

Section A: Demographic Information

The following questions are designed to gather general demographic information. Your responses will remain confidential and used solely for research purposes.

Description (optional)

Gender *

- ☐ Male
- ☐ Female

Age Group *

- ☐ 18 – 25 years
- ☐ 26 – 35 years
- ☐ 36 – 45 years
- ☐ 46 – 55 years
- ☐ 56 years and above

Highest Education Level *

- ☐ Secondary school (SPM/STPM or equivalent)
- ☐ Diploma
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Doctorate (PhD)

Current Job Position *

Executive

Senior Executive

Manager

Senior Manager

Other

Department/Division *

Human Resources

Finance

Operations

Engineering

Customer Service

Other

Years of Service in Sarawak Energy Berhad *

Less than 1 year

1 – 5 years

6 – 10 years

11 – 15 years

More than 15 years

Employment Type *

Permanent

Contract

After section 1 Continue to next section

Section B: Flexible Work Options



Description (optional)

Flexible working arrangements help me balance life commitments. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

I cannot afford the loss of pay associated with flexible work options that involve reduced hours. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Flexible work options do not suit me because they tend to make me feel disconnected from the workplace. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Working shorter hours would negatively impact on my career progress within the organisation. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Working more flexible hours is essential for me in order to attend to family responsibilities. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Flexible working arrangements are essential for me in order to be able to deal with other interests and responsibilities outside work. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Flexible working arrangements are essential for me in order to be able to manage variations in workload and responsibilities. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Flexible working arrangements enable me to focus more on the job when I am at the workplace. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Supervisors at my workplace react negatively to people using flexible working arrangements. *
(R)

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Other people at my workplace react negatively to people using flexible working arrangements. *
(R)

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

People using flexible working arrangements usually have less commitment to their work role. *
(R)

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

People using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

I would not be able to do paid work at all, if I could not use flexible work arrangements. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

After section 2 Continue to next section



Section F: Organizational Commitment



Description (optional)

Affective Commitment Scale

Description (optional)

I would be very happy to spend the rest of my career with this organization. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

I enjoy discussing about my organization with people outside it. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

I really feel as if this organization's problems are my own. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

I think that I could easily become as attached to another organization as I am to this one. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

I do not feel like 'part of the family' at my organization. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

I do not feel a 'strong' sense of belonging to my organization. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Continuance Commitment Scale

Description (optional)

I am not afraid of what might happen if I quit my job without having another one lined up. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

It would be very hard for me to leave my organization right now, even if I wanted to. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Too much in my life would be disrupted if I decided to leave my organization now. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

It wouldn't be too costly for me to leave my organization now. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Right now, staying with my organization is a matter of necessity as much as desire. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

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

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

One of the few serious consequences of leaving this organization would be the scarcity of available alternatives. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Normative Commitment Scale

Description (optional)

I think that people these days move from company to company too often. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

☐ ☐ ☐ ☐ ☐

I do not believe that a person must always be loyal to his or her organization. (R) *

Strongly Disagree 1 2 3 4 5 Strongly Agree

☐ ☐ ☐ ☐ ☐

Jumping from organization to organization does not seem at all unethical to me. (R) *

Strongly Disagree 1 2 3 4 5 Strongly Agree

☐ ☐ ☐ ☐ ☐

One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

☐ ☐ ☐ ☐ ☐

If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization. *

Strongly Disagree 1 2 3 4 5 Strongly Agree

☐ ☐ ☐ ☐ ☐

I was taught to believe in the value of remaining loyal to one organization. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

Things were better in the days when people stayed in one organization for most of their careers. *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

I do not think that to be a 'company man' or 'company woman' is sensible anymore. (R) *

	1	2	3	4	5	
Strongly Disagree	☐	☐	☐	☐	☐	Strongly Agree

After section 6 Continue to next section



Section G: Turnover Intention



Description (optional)

How often have you considered leaving your job? *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

How satisfying is your job in fulfilling your personal needs? *

	1	2	3	4	5	
Very Satisfying	☐	☐	☐	☐	☐	Totally Dissatisfying

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals? *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

How often do you dream about getting another job that will better suit your personal needs? *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Section G: Turnover Intention



Description (optional)

How often have you considered leaving your job? *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

How satisfying is your job in fulfilling your personal needs? *

	1	2	3	4	5	
Very Satisfying	☐	☐	☐	☐	☐	Totally Dissatisfying

How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals? *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

How often do you dream about getting another job that will better suit your personal needs? *

	1	2	3	4	5	
Never	☐	☐	☐	☐	☐	Always

Section 11 of 12

Additional Feedback and Suggestions

Description (optional)

Please share any additional suggestions on how to improve the implementation of Flexible Working Arrangements (FWA) to better benefit both employees and the organization.

Long answer text

After section 11

Continue to next section

Section 12 of 12

Thank You for Your Participation!

We sincerely appreciate your time and effort in completing this questionnaire. Your responses are invaluable to our research.

Your input will contribute significantly to our Final Year Project (FYP) and help us gain deeper insights into this topic. Rest assured that all responses will remain **confidential** and used strictly for academic purposes.

If you have any questions or require further clarification, please feel free to contact us.

Thank you once again for your support!

Appendix 2. Survey Questionnaire

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