

The Impact of Psychological Well-Being, Employability and Work-Life Balance on Organizational Mobility of Women Engineering Technology Graduate

(Kesan Kebolehgajian, Kesejahteraan Psikologi dan Keseimbangan Kerja-Kehidupan Terhadap Mobiliti Organisasi Graduan Teknologi Kejuruteraan Wanita)

Osman Kadir
(IPG Kampus Kota Bharu)
Mohd Zaidi Omar
(Fakulti Kejuruteraan & Alam Bina, Universiti Kebangsaan Malaysia)
Mohamad Sattar Rasul
(Fakulti Pendidikan, Universiti Kebangsaan Malaysia)

ABSTRAK

Kerajaan sentiasa memberi penekanan kepada pendidikan Sains, Teknologi, Kejuruteraan dan Matematik (STEM) bagi memenuhi keperluan sumber tenaga manusia negara dalam bidang STEM. Walaubagaimanapun, kuantiti sumber manusia dalam bidang STEM agak membimbangkan disebabkan kemerosotan bilangan pelajar yang mengambil mata pelajaran STEM dan mobiliti kerjaya dalam kalangan graduan STEM ke kerjaya bukan STEM terutama graduan STEM wanita. Mobiliti kerjaya sering berlaku terutama dalam kalangan wanita kejuruteraan yang mengakibatkan kehilangan sumber manusia yang berharga kepada organisasi. Reka bentuk produk yang dihasilkan di organisasi lama akan dibawa ke organisasi baru dan dengan itu mencetuskan kerahsiaan isu reka bentuk produk. Kajian ini dijalankan untuk meneliti hubungan antara keseimbangan kerja-kehidupan, kebolehgajian dan kesejahteraan psikologi terhadap mobiliti organisasi dalam kalangan 114 graduan teknologi kejuruteraan wanita yang berada dalam industri di Malaysia. Model telah dibangunkan dan diuji menggunakan teknik SEM menggunakan perisian SmartPLS. Hasil kajian menunjukkan bahawa terdapat hubungan antara kesejahteraan psikologi, kebolehgajian dan keseimbangan kerja-kehidupan terhadap mobiliti organisasi. Kajian ini menunjukkan kesejahteraan psikologi memainkan peranan utama dalam mobiliti organisasi bagi graduan teknologi kejuruteraan wanita. Di samping itu, kebolehgajian yang rendah juga menyumbang kepada mobiliti organisasi di kalangan graduan teknologi kejuruteraan wanita di industri.

Kata kunci: Mobiliti organisasi; kesejahteraan psikologi; keseimbangan kerja-kehidupan; kebolehgajian; teknologis wanita.

ABSTRACT

The Government has always emphasised on science, technology, engineering, and mathematics (STEM) education to meet the needs of the country's human resources in STEM fields. However, the quantity of human resources in STEM fields is quite alarming due to the deterioration in the number of students taking STEM subjects and career mobility among STEM graduates to non-STEM careers, especially female STEM graduates. Career mobility often occurs among these engineering women which has resulted in the loss of valuable human resources to the organization. Product designs produced in previous organizations will be taken to a new organization and cause the issue of product design confidentiality. This study was conducted to examine the relationship between work-life balance, employability, and psychological well-being towards inter-organizational mobility among 114 women's engineering technology graduates who are in the industry in Malaysia. A model has been developed and tested using SEM techniques using SmartPLS software. The findings show that there is a negative relationship between psychological well-being, employability, and work-life balance towards inter-organizational mobility. The findings in this study are the influence of psychological well-being plays a major role in inter-organizational mobility among women technologists. In addition, low employability also contributes to the mobility of organizations among female engineering technology graduates in the industry.

Keywords: Inter-organizational mobility; psychological well-being; work-life balance; employability; women technologist

INTRODUCTION

Various efforts were undertaken by the government and private sectors to attract students in STEM fields from school benches to higher education level to accommodate the lack of human resources in STEM fields. According

to Chin (2018), the country needed at least one million human resources in STEM fields in 2020. Figure 1 shows the quantitative distribution of human resource requirements in STEM fields. In 2018, only 44 percent of Malaysian students took STEM fields compared to 49 percent in 2012 (Bppdp 2019). The situation worsened

when there was a leak of human resources in STEM fields when graduates entered the workforce which they later left a STEM field career to venture into non-stem fields in their jobs.

According to Zainuddina et al. (2015), based on data from the Ministry of Human Resources in 2011, the manufacturing sector was the highest sector of the ‘job exchange’ crisis from 2008 to 2010. The working exchange rate in Malaysia increased from 12.3% in 2012 to 13.2% in 2013, and was seen mostly in the manufacturing sector by 24%, a conglomerate of 14% and financial services by 13.3% (Seah 2013). This has contributed to the inadequacy of human resources in STEM fields which are mainly due to low participation among female graduates of this field in the industry. The study conducted by Amin et al. (2018) on female graduates who are currently working in the technical field shows that 24% of female graduates of the engineering field intend to change their careers or be referred to as career mobility. Career mobility was a movement of workers across levels, positions and even industries (Heery & Noon 2017; Ivanovic & Collin 1997). Generally speaking, women have less freedom for organizational mobility than men due to family factors (Margaret & Kimberley 2018; Sullivan & Arthur 2006).

As a result of this mobility, an industry will lose its talented human resources when an employee moves from one organization to another. Human resource assets are increasingly becoming a competitive resource for an organisation especially for organizations that manufacture engineering-based products (Lippman & Rumelt 1982; Patrick et al. 2014). Human resource assets are becoming increasingly important in an organization with the increasing knowledge-based industry, such as engineering technology where the assets of knowledge owned by an employee are highly mobile across organizational borders (Bronnenmayer et al. 2016). Therefore, organisational mobility among knowledgeable workers is a major loss in an organisation and it is an opportunity for competitors by recruiting knowledgeable employees to obtain knowledge assets embedded in such employees (Somaya et al. 2008). Organisational mobility is an important factor in determining organizational performance because training and developing knowledgeable human resources within the organization is difficult and involves high costs (Cappelli 2000). Therefore, organisational mobility has an adverse impact on abandoned organisations as knowledge gained from old organizations will be transferred to new organizations (Song et al. 2003). The

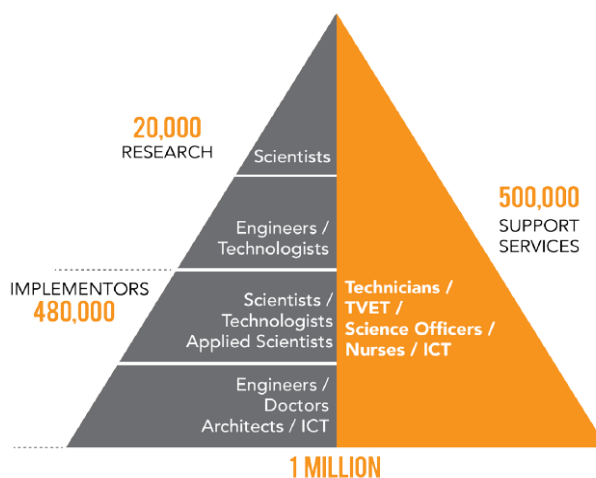


Figure 8. STI human capital quantitative distributions by 2020

FIGURE 1. Quantitative distribution of human capital STEM in 2020

TABLE 1. Employment happiness index 2017

	Employment Happiness Index	Bill. Employees who opt for Organizational Mobility
Indonesian	5.27	21%
Vietnamese	5.19	18%
Philippines	4.98	23%
Malaysia	4.65	27%
Thailand	4.55	37%
Hong Kong	4.45	25%
Singapore	4.31	25%

Source: Job Streets (2018)

central problem to be researched by the proposed study is the shortage of women manpower in the engineering technology field. This has a lot to do with the current engineer and technologist shortage and the need for more engineer and technologist in the field. There is a huge problem with this shortage and the availability of engineer and technologist in industry.

As a basis for this study, the researcher found there are three elements contribute to the problem. First, the issue that contribute to the problem of mobility of female engineering technology graduates is the lack of psychological well-being that connects individual needs with the realm of employment. Psychological well-being in the workplace is a condition where a worker has the motivation, determination, positive competitive spirit, comfortable with their job and continuous work with their employer (Ariati 2017). Therefore, a lack of psychological well-being in an employee will contribute to the idea of career change. Low levels of psychological well-being cause workers to neglect their careers. When employees have Low levels of psychological well-being and added by personal factors cause them to drop out of the engineering profession. These problems affect the economy of a country where workers are no longer productive. Career selection among graduates is becoming more complicated due to lack of specific guidance in choosing a job and they do not have career planning after graduation.

According to a report by Job Streets (2018), happiness in employment affects an employee's mobility as shown in Table 1.

The second issue is that contributes to the mobility problem of women engineering technology graduates is the lack of employability that connects the essential needs of an employee to carry out a job well when entering the job market. The Critical Employment List (COL) for Malaysia developed by Talentcorp, The Institute of Information and Labour Market Analysis (ILMIA) and the World Bank states that engineers and technologist are among the hardest to find to fill jobs in Malaysia. The COL 2018/2019 report shows that engineering positions are difficult to fill because candidates do not meet the necessary qualifications, expertise, technical knowledge, and employment experience. They report that positions in this category of employment require great experience in engineering and 67% of Malaysian companies reveal that there is a shortage of engineers and technologists with more than 4 years' experience. Since this profession requires specific skill sets, all companies surveyed do not report hiring under-qualified. As such, many multinational companies choose to hire foreign experts to fill this gap. The impact of such shortcomings led the company to face difficulties in to meet specific technical demands and objectives for customers and employees reportedly burdened by increased workload. It is estimated that for an engineer to be fully efficient in their field, 5 to 10 years of experience are needed. Thus, women in the age

range of 30 to 34 years are deemed to be fully efficient. In the age of around 30s, they often think of leaving their profession to pursue other career paths. It is important to study the mobility of organizations that can be attributed to the reliability that leads to greater intentions to leave their organization. In Malaysia, like many other countries are struggling with a lack of engineers and technologists. This shortage of trained professionals was added again when Malaysian female engineers were 'drawn' to non-technical jobs such as working as insurance agents, bank officials and teachers. The impact of these problems will be reflected in the economic environment in which employees will not be productive and result in stunted production. In terms of career development, workers will be uncompetitive, not innovative and not creative in the face of the challenges of the employment world. Besides not having a career path map between nature training and learning with the workforce, the absence of a dedicated guide to predicting jobs is increasingly complicating career selection problems among students.

The third issue of mobility of female engineering technology graduates is the lack of work-life balance in their daily lives. In a study conducted against 954 respondents from various employment industries in Malaysia, it found that 63% of workers did not spend enough time with their families due to workload. In fact, until some work overtime from two to three hours after the end of working hours (Noor & Mahudin 2015). As a result they cannot spend adequate time with the family up to 75% of them stating that their holidays are disrupted due to excessive work of time (Noor & Mahudin 2015). For female engineers, challenging needs at work and at home can have negative implications for their well-being and their work performance. In order to maintain a female engineer, it is important for an organization to recognize that it is important to create an environment that enables and promotes a healthy work-life balance and in turn will reduce the mobility of organizations among female engineers.

Women are less fortunate in an organization because some of them are not too passionate about a traditional career system that is currently practiced in almost organizations. Although women want to work but they prefer to work in an environment of well-being in life. They choose a career that allows them to succeed in their own terms and to find their work-life balance (Betz & Fitzgerald 1987; Else-Quest & Hyde 2021). The protean career suitable to apply for female's career which is conceptualized as individual career managed based on personal needs and subjective career success (Fitzgerald & Crites 1980). Although the protean career has been introduced several decades ago, it has become the focus of career management in line with the industrial revolution 4.0 which prioritizes the individual's ability to survive in the uncertainty job. This research paper is to identify several importance factors effect career mobility among female engineering graduates in Malaysian industry.

There are two objectives of studies:

Objective 1: Determine the relationship between the factors influences the inter-organizational mobility among female engineering technology graduate in Malaysian industry.

Objective 2: Determine the most significant contributing factors to inter-organizational mobility among female engineering technology graduate in Malaysian industry.

LITERATURE REVIEW

INTER-ORGANIZATIONAL MOBILITY

The career system has changed in the 21st century from a traditional organization's career system to a more appropriate career system especially in the era of the industrial revolution of 4.0 which is called protean career system. The 21st century also shown that many women enter the job market in industries such as the manufacturing industry which was previously dominated by men. Women's career development may not be fundamentally different from men but it is more complicated due to barriers in terms of gender social context (Betz & Fitzgerald 1987; Fitzgerald & Crites 1980) and requires specific research focused for women who are more concerned with the safety and career success on psychological aspects. Women are more concerned with their subjective career success compared to men who are more concerned with objective career success such as salaries and promotions. Subjective career success is one of the issues for women that need to be addressed where most of them often move from one organization to other organization because of lack of subjective career success. A study on organizational mobility for women was conducted by Ashcraft (2016) show that organizational mobility is higher in technology compared to other fields. Inter-organizational mobility gives an impact on the organization because the knowledge gained from the previous organization will be transferred to the new organization (Song et al. 2003). Inter-organizational mobility is an important factor to determine organizational performance because training and developing human resources in the organization are difficult and costly (Cappelli 2000).

PSYCHOLOGICAL WELL-BEING

Psychological well-being is defined as the overall effectiveness of individual psychological functions (Berkman 1971). According to Arnold et al. (Arnold et al. 2007), psychological well-being is defined as a combination of good feelings and works effectively. It is characterized by self-esteem with the ability to enjoy life, and happy with family, learning, interpersonal

relationships, and achievement (Aronson et al. 1997). Psychological well-being can be defined as an individual's ability to deal with stress, avoid conflicts, increase calmness, stimulate motivation, and increase self-esteem in life. A study, which was conducted by Wright and Bonett (2007) where psychological well-being was hypothesized as a moderator for the relationship between job satisfaction and voluntary turnover. The findings shown that psychological well-being is a moderator between job satisfaction and voluntary turnover. This relationship indicates that individuals with high psychological well-being are more likely to stay in the organization rather than moving to other organization

EMPLOYABILITY

Employability is defined as the ability of a person to gain employment and maintain their job in a formal organization (Hillage & Pollard 1998). Employability is the right experience, technique or characteristic that a person needs to get a job, so that they can achieve career advancements (Allen & Van Der Velden 2007). An individual's employability depends on the individual's knowledge, skills and attitudes on how they use the assets to be shown to employers. Employability is an individual's ability to expand and succeed in her career through her skills (Fugate et al. 2004).. Based on the research conducted by Rosenberg et al. (2012), employability has a positive relationship with organizational mobility. A person who has the intention to move from one organization to another should have good employability skills. Employability is not merely the ability to get a job but can maintain work throughout her career (Watts 2006). In this study, employability refers to an employee's ability to sustain a career in an organization and explore future careers. An employability construct consists of 11 items and has been used to measure attitudes towards employee employability by using questionnaires.

WORK-LIFE BALANCE

The concept of work-life balance is based on the notion that work and personal life are seen as interconnected with each other and complementary elements of an individual's life (Manfredi et al. 2004). According to Delecta (2011), the aspect of life covers the interests of personal, family and social activity or leisure. The term Work-Life Balance is used to describe the needs of a person or individual to be balanced between the time spent for work and the time spent to the aspect of life. According to Goh (2012), among the reasons employees move by organizational mobility is because they are looking for a balance in their lives, the balance between work, personal time and time to be with their family.

THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE,
PSYCHOLOGICAL WELL-BEING, MOBILITY,
EMPLOYABILITY

Organizational equilibrium theory explains the expectations of a negative relationship between employability and inter-organizational mobility (March & Simon 2011). This theory states that employees will stay in the organization if the organization provides motivation to perform work well. Several empirical studies showed that employability affects the mobility of employees in organizations.

A study by De Cuyper showed that organizational mobility had a strong relationship with employability (De Cuyper et al. 2011). An employee with a higher EMP has potential to leave their current jobs for getting more attractive career choices (De Cuyper et al. 2011). Employability gives employees an alternative whether to stay in an organization or move to another organization. They have low risk of unemployment due to the skill levels and knowledge possessed. Based on the concept of boundaryless career, employees have the freedom to manage their own careers, high salaried workers have many options either to remain in the organization or move to other organizations (Forrier et al. 2009). These borderless workers regularly find jobs that are more attractive and suit their individual needs (Sullivan 1999). For workers who may be less committed in a current organization also have high organizational mobility (De Grip et al. 2004). Therefore, it is expected that employability has a positive relationship to high skills and knowledge (De Cuyper et al. 2011). In addition, there have been several studies identified by researchers on the relationship between employability and organizational mobility. One of them is a study conducted by Samuel & Ramayah (2016) where they have studied the relationship between the employability and organizational mobility among 152 MBA graduates in Malaysia. The findings show that there is a positive relationship between employability and organizational mobility for MBA graduates in Malaysia. This relationship shows that individuals with high employability have a high tendency for the occurrence of organizational mobility in their careers. The study conducted by Trevor (2001) on the influence of basic employability skills and behaviour of employment mobility among 5,506 individuals in the USA. The results showed that basic employability skills affected organizational mobility in the job market. This relationship shows that individuals with high employability skills have more tendency to mobilise in the job market.

However, the study conducted by Pearce and Randel (2004) on the relationship between work performance and organizational mobility against 234 non-faculty staff of California university management and professional workers at the USA. The results showed low work performance would result in high levels of organizational mobility. The study conducted by Fouad et al. (2016)

found that women who are not be able to perform engineering tasks well have resulted in almost half of women in industry in engineering leaving engineering careers. This shows that gender factors play a role on mobility in an organization.

Based on theory and several studies then the researcher proposes a hypothesized to be tested in this research:

H₁ Employability affects inter-organizational mobility

WORK-LIFE BALANCE AND INTER-ORGANIZATIONAL
MOBILITY

The contemporary employment contracts introduced by Arthur and Rousseau (1996) who founded 'boundaryless careers' have placed personal interests even more priority than in the interests of the organisation (Cappelli 2000). An individual's career changes are due to individual claims or needs that cause a person to move from one organization to another in different fields and organizations (Arthur & Rousseau 2001).

There have been several studies that researchers have identified about the relationship between work-life balance and organizational mobility. These studies show that work-life balance affects the mobility of an individual's organization. Studies conducted by Fouad et al. (2016) showed female graduates left careers in engineering because they experienced work-life balance problems. The study conducted by Samuel and Ramayah (2016) where they examined the relationship between the work-life balance and the organizational mobility towards 152 MBA graduates in Malaysia. The results showed that the work-life balance has a moderate relationship with the mobility of MBA graduate organizations in Malaysia. This relationship shows individuals with a high work-life balance have a low tendency to mobilize to other organizations.

The study conducted by Ngui (2019) against 100 employees at machakos Water and Sewerage Company Limited aimed to determine the factors affecting women's career mobility. Most of the respondents (41.7%) have been working at the company for 11 years and above, 33.3% have been in the company for 2 to 5 years while 25% of respondents indicated that they had worked at the company for 6 to 10 years. The findings found that family issues negatively affected women's career mobility (Ngui 2019).

The study conducted by Drenzo et al. (2015) on the relationship between protean career orientation and work-life balance against 367 college graduates who have worked in the United States. Protean career orientation refers to the individual ability to manage their own careers in order to achieve career success especially in subjective aspects (Hall 1996). A person with protean career orientation will endeavour to achieve career success either objectively or objectively within the organization or outside the organization through

organisational mobility. The findings found there was a relationship between protean career orientation and work-life balance among college graduates in the United States. This relationship indicates that an individual has a low work-life balance in an organization has a high tendency to mobilize from their organization.

These studies have significant relationship with study conducted by researchers in terms of work-life balance and organizational mobility. Therefore, researchers have hypothesized that the work-life balance has a negative relationship on the organizational mobility for female engineering technology graduates in Malaysia.

H₂ Work-life balance negatively affects inter-organizational mobility

PSYCHOLOGICAL WELL-BEING AND INTER-ORGANIZATIONAL MOBILITY

Boundaryless career theory also has been used to explain the relationship between psychological well-being and organizational mobility. Boundaryless career theory has placed greater personal interests than in the interests of the organisation (Cappelli 2000). This theory states that an individual's career changes are due to claims or individual needs that cause a person to move from one organization to another in different fields and organizations (Arthur & Rousseau 2001).

There have been several studies that researchers have identified about the relationship between psychological well-being and organizational mobility. The study conducted by Koeske and Kirk (1995) was intended to determine whether psychological well-being variables measured from three to eighteen months after the inclusion of workers had relationship with work stress, depression and job satisfaction. The findings showed that psychological well-being had a relationship with work stress and depression (Koeske & Kirk 1995) The study showed individuals with low psychological wellbeing had a tendency to suffer from work stress and depression.

The study conducted by Rahim and Siti-Rohaida (2015) on the relationship between protean career orientation and psychological well-being of 387 professional engineers. Protean career orientation refers to the individual ability to manage their own

careers in order to achieve career success especially in subjective aspects (Hall 1996). A person with protean career traits will seek to achieve career success either objectively or subjectively within the organization or outside the organization through organisational mobility. The findings found that there was a positive relationship between protean career orientation and psychological well-being among professional engineers. This relationship indicates that an individual has low psychological well-being in an organization has a high tendency to mobilize from the organization.

However, there were studies conducted by Zulkarnain and Kharissa Pratiwi (2013) on the influence of psychological well-being on attitudes to leave jobs among 212 hotel workers in Medan, Indonesia shown that there is a negative relationship between psychological well-being and attitudes to abandon their jobs. This relationship shows that an individual has low psychological well-being has a high tendency to leave a job.

These studies have a significant relationship with studies conducted by researchers in terms of psychological well-being and organizational mobility. Therefore, researchers have hypothesized that psychological well-being has a negative relationship on the organizational mobility for female engineering technology graduates in Malaysia.

H₃ Psychological well-being negatively affects organizational mobility

RESEARCH FRAMEWORK

Based on hypothesis development in previous section, a research framework was constructed in figure 2 below.

METODOLOGY

The research design used in this study was survey using the questionnaire. Survey is the most suitable method in this study to obtain information in the form of opinion, attitude and perception of a population from the individual response of the sample (Creswell 2015).

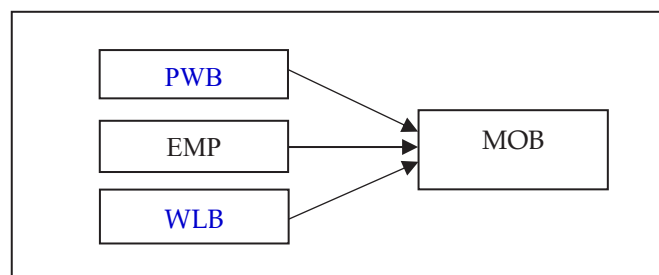


FIGURE 2. Research framework

SAMPLE

The population in this study consisted of 1431 women engineering technology graduates who graduated from universities under MTUN and held positions as technologists or engineers in Malaysia. Upon ethical approval from the human resources department, a study was conducted from October to November 2018, on female engineering technology graduates who are currently working at least 1-year working experience in various types of industries in Malaysia such as manufacturing, construction, computer and electrical & electronic. Most of them are from electrical & electronic industries.

The sample was selected by using purposive sampling based on preliminary data collected from the Malaysian Technical University Network (MTUN) alumni. The criteria set for purposive sampling are women engineering technology graduated from MTUN universities, ages not more than 35 years old, work experiences as technologist or engineer at least 1 years.

The minimum sample size was determined by using G*Power software based on the number of predictor variable. Based on the G*Power, the required sample size is at least 77 samples. Since this data was analysed using PLS-SEM which required at least 20 samples, a sample of 77 was sufficient. However, considering the non-returnable questionnaire factor and the cost of expenses during field work, the sample size required was 140 samples. Based on preliminary data, the researcher wrote by using mail to the human resources manager to get approval to conduct the research.

Upon approval from human resources manager, the questionnaire was sent to respondents via email. A total of 114 female engineering technology graduates with working experience at least 1 year have been identified as survey respondents.

Data is stored in SPSS software for analysis. The PLS approach is suitable to attain the research objectives and analyse the measurement and structural model based on the objective of this study to predict the attitude of organizational mobility among women engineering technology graduates. Structural model is used to test the relationship between construct and other constructs based on previous theories by using PLS-SEM. PLS-SEM could evaluate correlations between constructs and other constructs. PLS-SEM also have ability to assess the impact of each construct on the other constructs causing PLS-SEM is suitable to use in this study. The structural model was used to explain the relationship between the latent variables. To measure the structural model, two prominent measures are suggested to be tested, including hypothesis testing and coefficient of determination (R^2) (Hair et al. 2014).

INSTRUMENT

There are four (4) instruments has been used based on variables in the study. Employability instruments are used to determine the employability level of women engineering technology graduates while they are in the industry. This questionnaire was adapted from Rothwell and Arnold (2007). 11 questions using 7-point likert scale were used to obtain information relating to the employability of women engineering technology graduates. Besides that, 4 questions using 7-point likert scale were used to obtain information on statistical data on work-life balance of women engineering technology graduates while they are in the industry. This questionnaire was adapted from Brough et al. (2009). Mobility instruments are used to measure organizational mobility among women engineering technology graduates. This questionnaire was adapted from Briscoe et al. (2006). 5 questions using a 7-point likert scale were used to obtain statistical data on attitudes towards organizational mobility among women engineering technology graduates. Psychological well-being instrument is used to measure the level of psychological well-being among women engineering technology graduates. The questionnaire was adapted from Berkman (1971). 8 questions using 7-point likert scale were used to obtain information related to psychological well-being among women engineering technology graduates. Most of the instrument used in this study was 7 points Likert scale questionnaire. The instruments are based on established research instrument as Table I. 'Back to back translation' process was carried out by 4 people languages expert. Face validity of the item was reviewed by 4 expert people in their field comes from Malaysia (UKM, USM, WOU) and Indonesia (USU). A pilot study was conducted using the instrument in dual language, (English & Bahasa) to 30 female engineering technology graduates. Alpha Cronbach for pilot study is as in Table 3.

RESULTS

RESPONDENT PROFILE

Respondent profile in the study is figured in Table 2.

The structural equation modelling (SEM) technique using partial least squares (PLS) with SmartPLS 3.0 (Ringle et al. 2015) software was used to analyses inferential statistics. An analysis was conducted to identify the effects of 'common method bias' to ensure that there is a representation of the response received from the respondent. For this purpose, a collinearity test using SmartPLS software was conducted to determine the existence of 'common method bias' in a proposed

model. Based on Table 4, there is no response bias was noted in the analyses.

TABLE 2. Respondent profile

Demographic		Frequency	Percentage
Ethnics	Malay	100	87.72
	Chinese	5	4.39
	India	6	5.26
	Other	3	2.63
Age (Year)	21 to 25	49	42.98
	26 to 30	57	50.00
	31 to 35	8	7.02
Year Graduated	2016 to 2017	80	70.18
	2014 to 2015	14	12.28
	2012 to 2013	13	11.40
	2010 to 2011	7	6.14

TABLE 4. Inner VIF values

	MOB
PWB	1.129
EMP	1.121
WLB	1.140

Note: VIF scores are below 3.3 (Kock 2015)

ASSESSMENT OF MEASUREMENT MODEL

The measurement model was tested to validate the instruments as Figure 3.

Based on the measurement model, item for construct psychological well-being and employability were deleted due to low loading as Table 5.

TABLE 5. Deleted item

Construct	Deleted Item
PWB	PWB5_R, PWB7, and PWB8
EMP	EMP 10

The instrument was tested in term of construct reliability and validity as Table 6.

TABLE 6. Construct reliability and validity

	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
PWB	0.832	0.944	0.870	0.576
EMP	0.894	0.917	0.914	0.526
WLB	0.854	0.916	0.893	0.686
MOB	0.780	0.808	0.847	0.527

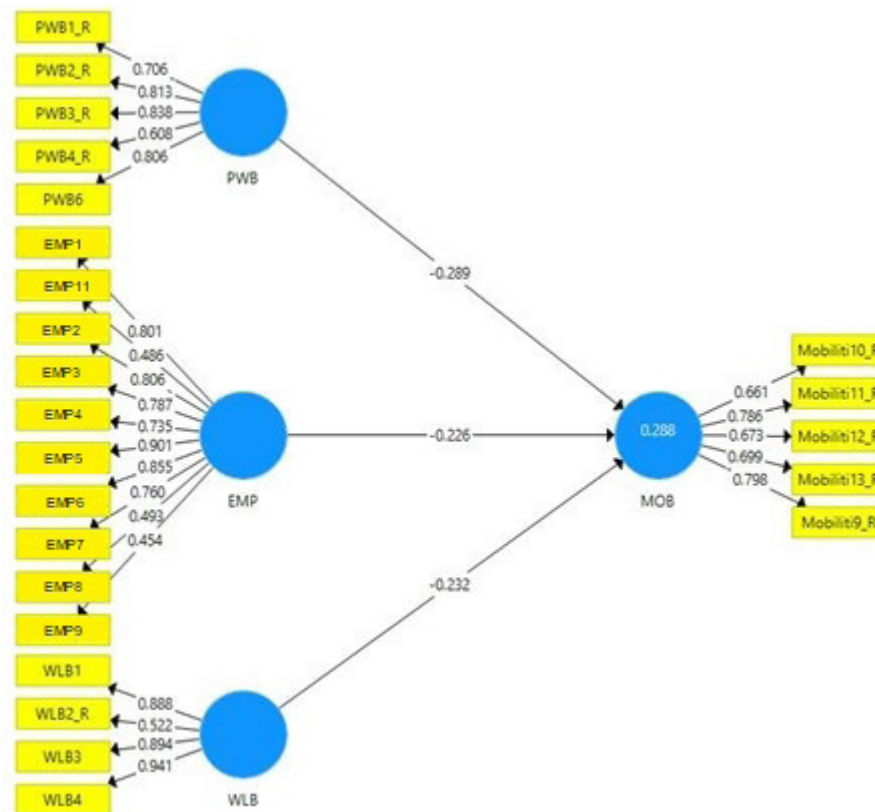


FIGURE 3. Measurement model

The Fornel-Larcker criteria in Table 7 show that all diagonal values have a higher value than any variable stated.

TABLE 7. Fornell-Larcker Criterion for discriminant validity

	PWB	EMP	WLB	MOB
PWB	0.759			
EMP	0.255	0.725		
WLB	0.283	0.272	0.828	
MOB	-0.412	-0.363	-0.375	0.726

Table 8 shows that all cross loadings values have a higher value than other constructs.

TABLE 8. Cross loadings

	EMP	MOB	PWB	WLB
PWB1_R	0.155	-0.254	0.706	0.178
PWB2_R	0.183	-0.242	0.813	0.175
PWB3_R	0.193	-0.225	0.838	0.152
PWB4_R	0.050	-0.132	0.608	0.127
PWB6	0.268	-0.486	0.806	0.318
EMP1	0.801	-0.305	0.118	0.242
EMP11	0.486	-0.123	0.230	0.163
EMP2	0.806	-0.342	0.250	0.252
EMP3	0.787	-0.294	0.198	0.211
EMP4	0.735	-0.255	0.200	0.111
EMP5	0.901	-0.281	0.257	0.239
EMP6	0.855	-0.292	0.115	0.241
EMP7	0.760	-0.262	0.149	0.179
EMP8	0.493	-0.114	0.192	0.107
EMP9	0.454	-0.227	0.209	0.171
WLB1	0.295	-0.317	0.289	0.888
WLB2_R	-0.035	-0.035	0.202	0.522
WLB3	0.250	-0.374	0.163	0.894
WLB4	0.217	-0.342	0.323	0.941
Mobility10_R	-0.165	0.661	-0.159	-0.306
Mobility11_R	-0.244	0.786	-0.429	-0.233
Mobility12_R	-0.297	0.673	-0.239	-0.269
Mobility13_R	-0.191	0.699	-0.159	-0.177
Mobility9_R	-0.358	0.798	-0.393	-0.348

Based on the criteria of HTMT assessment obtained in Table 9, the value derived is lower than the recommended values of HTMT.85 (Kline 2015) and HTMT.90 (Gold et al. 2001). Based on cross-loading assessment, Fornel-Larcker criteria and HTMT criteria, it can be noted that all constructs have discriminant validity.

TABLE 9. Heterotrait-Monotrait Ratio (HTMT)

	PWB	EMP	WLB	MOB
PWB	-			
EMP	0.280			
WLB	0.315	0.287		
MOB	0.406	0.404	0.406	-

ASSESSMENT OF STRUCTURAL MODEL

Stone-Geisser’s Q2 value was measured as an indicator of the model’s predictive relevance (Geisser 1974). In this study, the value of Q2 is above 0 which is 0.121. If the value of Q2 is larger than 0, we can conclude that the developed model has sufficient predictive relevance (Fornell & Cha 1994). The endogenous constructs in the developed model have a moderate predictive relevance capability (Hair et al. 2014). The structural model was tested to test the developed model in term of the relationships that were hypothesized as Figure 4.

Path analysis was used to test 3 hypotheses generated in earlier stages. The results are presented in Table 10. There was a negative relationship ($t = 3.290, p < 0.05$) between psychological well-being and inter-organizational mobility. There was also a negative relationship ($t = 2.866, p < 0.05$) between employability and inter-organizational mobility. Finally, there was a negative relationship ($t = 3.116, p < 0.05$) between work-life balance and inter-organizational mobility. Thus hypothesis 1, hypothesis 2 and hypothesis 3 was supported.

The magnitude of R² is used to predict the accuracy of the developed model. In this study, the value of R² (career mobility) was 0.288, suggesting that 28.8% of the variance in inter-organizational mobility could be explained by psychological well-being, employability, and work-life balance.

In this study, IPMA analysis was used to give researchers the opportunity to enrich their PLS-SEM analysis and gain additional results and discoveries. IPMA not only analyses the path coefficients in term of ‘important dimensions’, but also considers the average value of the latent variables and their indicators in term of ‘performance dimension’ (Ringle & Sarstedt 2016) SmartPLS, Importance-performance map analysis (IPMA). Based on the analysis, LV Index Values and LV Performances for the study as Table 11.

Figure 5 shown the Importance-Performance Map Analysis (IPMA) of inter-organizational mobility reveals that psychological well-being is primary factors to give an impact to career mobility. However, employability and work-life balance are particularly important to explain inter-organizational mobility. Since the performance of employability and work-life balance are relatively low, there is substantial room for improvement, making the aspect underlying this construct particularly relevant for managerial actions.

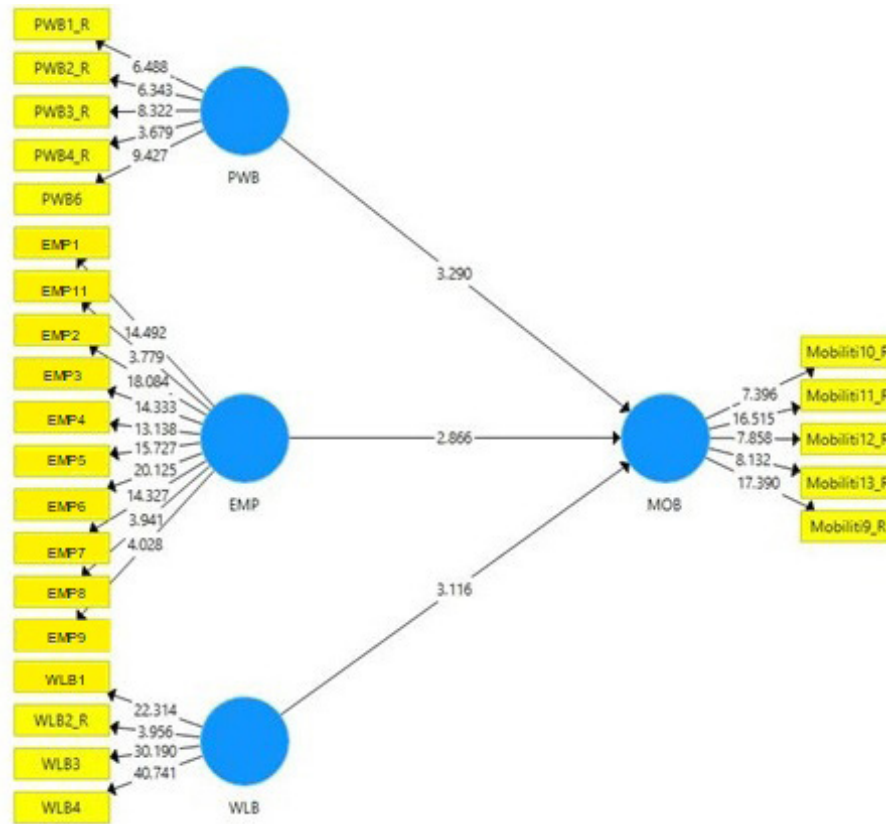


FIGURE 4. Structural model

TABLE 10. Hypothesis testing

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
PWB -> MOB	-0.289	-0.302	0.088	3.290	0.001*
EMP -> MOB	-0.226	-0.243	0.079	2.866	0.002*
WLB -> MOB	-0.232	-0.236	0.074	3.116	0.001*

*P <0.05

TABLE 11. LV index values & LV performances

	LV Index Values	LV Performances
PWB	5.075	67.443
EMP	5.523	62.916
WLB	4.747	62.446

DISCUSSION

The findings indicate that there is a significant relationship between work-life balance and organizational mobility. This suggests that female engineering technology graduates with low work-life balance have a high tendency to mobilize from organizations. There are many studies that explain the relationship between the work balance of life and mobility of the organization. Among studies are conducted by. Samuel and Ramayah (2016) which shows that the work-life balance moderates the

organisational mobility. The findings support previous studies where there is a relationship between the work-life balance and the mobility of the organization. This study further reinforced previous studies that stated gender factors did not play a role in the relationship between the work-life balance and the mobility of the organization. This study further explains that men also need a work-life balance in their careers. This study explains and further realizes the findings in which graduates in the field of management and graduates of women engineering technology require a work-life balance in their work. Therefore, the industry needs to play a role by assessing from time to time the level of work-life balance among their employees in reducing the rate of mobility in the organization. Individuals prefer not to accept any promotions to other firms because they want to spend more time with their family and friends (Direnzo et al. 2015). Employees, who are disappointed with the lack of work-life balance leaving their posts

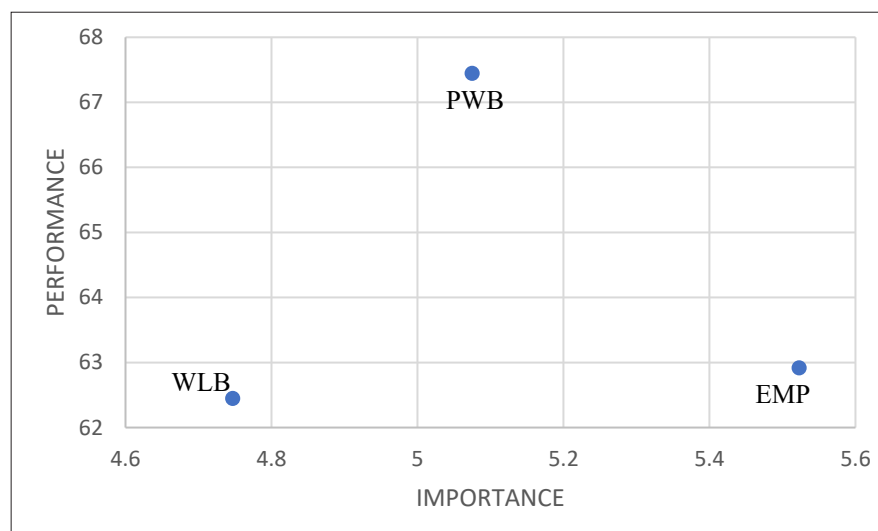


FIGURE 5. IPMA representation of career mobility

and starting their own businesses (Hobson 2011). In this study, work-life balance has an influence on inter-organizational mobility clearly proofed in this study.

The findings indicate that there is a significant relationship between employability and organizational mobility. The result shows that female engineering technology graduates with low employability have a high tendency to mobilize from the organization. These findings differ from previous studies where previous studies showed someone with high employability had a high tendency for organizational mobility (Samuel & Ramayah 2016). The studies conducted by Samuel and Ramayah (2016) on employees who have just completed a master's level study where research results show a person with high reliability has a high tendency for organizational mobility. This is due to the organisational mobility that occurs among male graduates due to the influence of objective career success such as promotion and salary (Samuel & Ramayah 2016). This shows that women choose to succeed in a subjective career which is different from men who are more prone to objective career success. Men need the employability to enable them to move to other organisations to gain promotion and salary.

This coincided with Ng et al. (2005) where men are more likely to have an objective career success. The findings have contributed slightly to career theory without borders. Therefore, the relationship between employability and organizational mobility is most likely to be influenced by the sex and career phase of an individual. The study samples used in the Samuel and Ramayah (2016) were men and women who were mostly in the intermediate phase (Pragmatic resilience phase). The study also gave little contribution and explanation to boundaryless career theory, where based on this theory, a person with high employability has a high tendency to mobilize from the organization. However, the findings show that new graduates of female

engineering technology who leave the university and start employment in the early stages of a career (the idealistic phase of achievement), have low employability and they are more likely to mobilize from the organizations. Therefore, the industry should provide adequate training and courses to female engineering technology graduates who are just entering the work force in industry. The women should increase their employability to enable them to carry out their work as best as they can. Based on the results of this study, it can be concluded that the organisational mobility among female graduates, one of which is due to low employability.

The relationship between employability and organizational mobility women engineering technology graduates supports the idea founded by the organizational equilibrium theory where there is a negative relationship between employability and attitude towards organizational mobility (March & Simon 2011). This theory states that employees will stay in the organization if the organization provides an important motivation to perform the work well. A study conducted by Fouad et al. (2016) also found that women who were incapable of engineering work resulted half of women who graduated in engineering leaving engineering careers. Employability is an importance factor to those who are looking for a job especially in industry sector where highly skilled worker is needed (Rothwell & Arnold 2007). Apart from getting a job, the employability is also a factor that causes a person to maintain their job in industry (Thijssen et al. 2008). Employability is also one of the factors for an individual to move to a higher position in the same firm or to have a new position at another firm. Thus, there is a relationship between employability and inter-organizational mobility. The finding in this study shown employability is a factor that cause a person to maintain their job in industry.

The findings suggest that there is a significant negative relationship between psychological well-being

and attitudes towards organizational mobility. This suggests that graduates of female engineering technology who have low psychological wellbeing have a high tendency to mobilize the organization. The findings are in line with the findings conducted by Wright and Bonett which showed psychological well-being moderates voluntary retrenchment among workers (Wright & Bonett 2007). Similarly, the findings conducted by Zulkarnain and Kharissa Pratiwi showed that there is a relationship between psychological well-being and organisational mobility (Zulkarnain & Kharissa Pratiwi 2013). The findings also further reinforce the reliability of the instruments used in this study where in the Zulkarnain and Kharissa Pratiwi (2013) study, they used instruments adapted from Ryff & Keyes which were less suitable for this study (Ryff & Keyes 1995). The findings explained that female graduates have a high level of psychological well-being will gain tranquillity in their jobs. Organizational mobility rates can be reduced if employees feel the organization has met their needs through psychological well-being. Therefore, the industry needs to play a role in improving psychological well-being among their female engineering technology graduates. Employee psychological wellbeing must be met to gain good work performance. Among the measures that can be taken by the industry is to create psychological officer positions in their organisations aimed providing guidance in terms of training from time to time and to provide counselling to workers with problems such as stress in the workplace.

There are limited studies on the relation between psychological well-being and inter-organizational mobility. Studied by Wright and Bonett (2007) shown psychological well-being is a moderator for the relationship between job satisfaction and voluntary turnover. Employees who move from one organization to other organization or other positions are very much related to psychological well-being. This study also emphasizes the need for organizations to realize the high interests placed by individuals in psychological well-being. In fact, the finding based on IPMA shown that psychological well-being is strongly related to inter-organizational mobility compared to other variables. Psychological well-being is a main factor that can affect the organizational mobility for female technologists.

This study has contributed through exploration of factors that help explain the mobility among engineering technology graduates in Malaysia. In addition, this study integrates the two theoretical approaches namely boundaryless career theory and theory of organizational equilibrium. Based on the theory of organizational equilibrium, employees will stay in the organization as long as the organization provides important motivation to perform the work well (March & Simon 2011). This study shown that there is a negative relationship between employability and attitudes towards organizational mobility. The relationship between employability and organizational mobility of women engineering

technology graduate supports the idea founded by the theory of organizational equilibrium. As such, it expanded previous studies focused on employee mobility based on objective career success. In addition, samples from female engineering technology graduates are useful to show the results of different studies with previous studies based on gender and culture in Malaysia. This will help researchers and practitioners to focus on improving subjective career success among female employees. This study has improved previous studies in terms of the importance of subjective career success among female employees because most of previous literature reviews have largely reflected on the objective career success among employees in an organisation. This helps in developing an understanding of subjective career success and its benefits towards the growth of country's economy.

This study also has contributed to theory by explaining the process in which employability, psychological well-being and work-life balance affects employee behaviour to mobilize to other organizations. The findings will benefit employers, institution of higher learning and government. The study made interesting findings on boundaryless career theory where we got better understanding on how gender factors affect boundaryless career theories. This study has contributed to the theory where the variable of psychological well-being and work-life balance have a direct impact on the organizational mobility. The findings in this study are parallel with the concepts and applications highlighted in theory and previous model except the relationship between employability and organizational mobility proposed by Samuel and Ramayah (2016). This difference is because in this study, the samples used are in an idealistic phase in the stage of career development where these selected samples are graduates who just have graduated and started working in industry. In the idealistic phase, individuals begin to show a relationship between career selection and work experience. Currently, individuals begin to try, review and evaluate to ensure that the selections and decisions made at the exploration stage can be realized (Mohd Noah 2002).

This study examines the relationship between four variables, thereby enhancing understanding of the career and contributing to the body of knowledge in career development. This study also has theoretical contribution to the understanding of several factors related to the subjective career success that has not been deeply explored in the previous literature review associated with employability, psychological well-being, and work-life balance for female engineering technology graduates in the industry. Therefore, the key contribute to theory in this research is in developing a better understanding of the impact of employability, psychological well-being, and work-life balance on the mobility of female engineering technology graduates. Accordingly, the findings reinforce the need to develop and test the mobility model of female engineering technology graduates through the relationships of employability, psychological well-being,

and work-life balance toward the mobility of female engineering technology graduates. This study also can be concluded that variables psychological well-being, employability and work-life balance contributed as much as 28.8% to inter-organizational mobility.

The implication of the study shows that employability is a main factor where employer should give attention for graduates who are new in employment. Employability is an important element that employers need to apply to perform their jobs well, thereby reducing employee mobilisation to other organizations. Besides that, employer also should concern about work-life balance and psychological well-being of women working in their organizations. Employer also can formulate or change flexible corporate policies / procedures such as strict work schedules, work over 8 hours a day to female technologists. Besides that, the governments may formulate or improve labour policies or human resources for female technologists in work-life balance aspects and enforcement to the policies. The government may provide a culture and work environment specific to women, more flexible working hours compared to men as well as the opportunity to hold positions at management and policy maker levels. Because of that, employer needs to be aware of the importance of psychological well-being, employability, and work-life balance among female's technologists in their firms.

RESEARCH LIMITATION

The findings of this study are conducted to female engineering technology graduates from the university under MTUN aged 22 to 35 who are currently employed in the industry in Malaysia. This study can be further extended to female engineering graduates in Malaysia. In addition to psychological well-being, employability, and work-life balance factors, where are other factors can also be considered in this study such as personality traits factors.

CONCLUSION

The findings of the study are parallel to the concepts and applications expressed in theory and model. This research has improved upon previous research from 2 perspectives: (1) by integrating 2 previous research frameworks in a single framework, (2) by analysing the direct relationships instead of moderator relationship. A new finding in the studies, first there are a significance relationship between psychological well-being and inter-organizational mobility and then secondly employability is an importance factor give an impact to inter-organizational mobility. The developed model can be used as a guide by the industry in predicting inter-organizational mobility among female technologists in Malaysia. This model can assist top management

of industry to facilitate in making follow-up actions to overcome inter-organizational mobility problem.

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- Osman Kadir (corresponding author)
STEM Department
IPG Kampus Kota Bharu
Jln Maktab, Pengkalan Chepa
16109 Kota Bharu, Kelantan, MALAYSIA.
E-Mail: osman.kdr@gmail.com
- Mohd Zaidi Omar
Faculty of Engineering and Built Environment
Universiti Kebangsaan Malaysia
43600 UKM Bangi, Selangor, MALAYSIA.
E-Mail: zaidiomar@ukm.edu.my
- Mohamad Sattar Rasul
Faculty of Education
Universiti Kebangsaan Malaysia
43600 UKM Bangi, Selangor, MALAYSIA.
E-Mail: drsattar@ukm.edu.my