JOB SATISFACTION AND TURNOVER INTENTION AMONG THE SKILLED PERSONNEL IN TRIpcl BERHAD

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A Dissertation submitted to the College of Business in partial fulfilment of the requirements for the Master in Human Resources Management

By
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I declare that this thesis has not been accepted for any degree and is concurrently submitted in candidature of any other degree.

I hereby declare that any valuable contributions and all resources have been used as an acknowledgement to this thesis research.

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ABSTRACT

This study examines the relationship between four factors of job satisfaction which is pay, promotion, the work itself and supervision, and turnover intention among skilled personnel at TRIplc Berhad. In addition, the study also attempts to determine the differences in the turnover intention based on demographic variables (age and tenure). The study also hypothesised that there are significant differences in the turnover intention of the skill personnel at TRIplc Berhad at different age and length of service; and there is a dominant factor influencing turnover intention among skilled personnel in the organisation.

Three research instruments were used to obtain data: a questionnaire, interview and observation. A total of 120 respondents were randomly selected as the sample of study and data was analysed by “Statistical Package for Social Science” (SPSS Window) Version 12.0. The tests involved are ANOVA, Pearson Correlation Coefficient and Multiple Regression.

The findings of the study show that majority of the respondents are 32 years old and above, Moreover, 48.3 percent of the respondents have been working with TRIplc Berhad for more than 7 years and above. The result of job satisfaction and turnover intention generally support the hypothesis. Supervision demonstrates the strongest relationship. However, the result shows neither age groups nor length of service groups have significant difference with turnover intention.

These findings show that the related factors should have given attention to retain employees in the organisation. Some suggestions have been recommended for the organisation and for future research to be more complete and comprehensive.
ABSTRAK

Kajian ini menyelidik hubungan diantara empat faktor dalam kepuasan kerja iaitu gaji, peluang kenaikan pangkat, kerja itu sendiri dan penyeliaan dengan niat pusing ganti di kalangan pekerja mahir di TRIplc Berhad. Tambahan pula, kajian ini juga ingin menentukan perbezaan dalam niat pusing ganti dikalangan pekerja mahir di TRIplc Berhad berdasarkan pembolehubah demografi (kumpulan umur dan kumpulan tempoh pendapatan). Keempat-empat faktor dalam kepuasan kerja dijangkakan mempunyai hubungan yang negatif dengan niat pusing ganti. Selain daripada itu, kajian ini juga meramalkan bahawa terdapat perbezaan yang signifikan dari segi niat pusing ganti pekerja berdasarkan umur dan kumpulan tempoh perkhidmatan; kajian ini juga meramalkan terdapat faktor dominan/ketara yang mempengaruhi niat pusing ganti di kalangan pekerja mahir di TRIplc Berhad.

Tiga alat kajian telah digunakan dalam kajian ini iaitu borang kajian, menemuramah dan melalui permerhatian. Sebanyak 120 responden telah dipilih secara rawak sebagai satu sampel kajian dan data dianalisis dengan menggunakan “Statistical Package for Social Science” (SPSS-Window) Versi 12.0. Ujian-ujian yang digunakan untuk menganalisis data termasuklah ANOVA, Pearson Correlation Coefficient and Regresi Berganda.

Hasil kajian, menunjukkan bahawa majority reponden adalah berumur 32 tahun dan ke atas, manakala 48.3 peratus responden telah berkerja dengan TRIplc selama tujuh tahun dan ke atas. Hasil kajian kepuasan kerja dan niat pusing ganti secara umumnya menyokong hipotesis-hipotesis yang dikemukakan. Manakala, penyeliaan mempengaruhi niat pusing ganti dalam kajian ini. Namun, hasil kajian menunjukkan bahawa kedua-dua kumpulan umur dan tempoh perkhidmatan tidak mempunyai perbezaan yang signifikan terhadap niat pusing ganti.

Hasil dalam kajian ini menunjukkan bahawa organisasi patut memberi perhatian kepada factor-faktor yang berkaitan kepuasan kerja bagi mengekalkan pekerja dalam organisasi. Pengkaji telah mengemukakan beberapa cadangan untuk organisasi dan untuk kaji pada masa akan datang.
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CHAPTER 1

INTRODUCTION

1.1 Introduction

In order for an organization to be successful, it must continuously ensure the satisfactorily of their employees (Berry, 1997). Organization with more satisfied employees tends to be more effective (Robbins & Judge, 2007), besides, happy workers are more likely to be a productive worker. Man power in an organization is the most important asset or resource to enable organization to do their business. Without human resource, the organization will not be able to implement the developed business plan and retaining them has become a challenge to organizational management because of varied employee needs.

It is difficult for management to decide what makes employees happy – to understand and to provide the employee needs. Employee turnover demands serious management attention because of it high performance levels, it puts pressure on the organization scarce resources which turn to be costly, people tend to change jobs within a year rather than choose to grow in one. Thus, it is important to retain the workers in the organization especially competent senior staff or skill workers.

According to Connolly and Connolly (1991), turnover is costly for the organization. It involves the separation cost such as the cost use in recruiting and
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REFERENCES


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*New Straits Times* 2007. Standards and skills decline during boom in housing industry, Dec 12


Reuters 2007, Job satisfaction increases with age: study, Aug 24


Among the positive consequences of turnover, there is the oxygenation of the organization, bringing other persons with new knowledge, expertise, ideas and professional experiences. Following the same rationale, Dalton and Todor (1979), Staw (1980), and Mobley (1992) in their studies provided ways by which the turnover may increase the organizational effectiveness such as through reduction of conflicts in extreme cases, increase in the internal mobility due to new opportunities coming in, stimulus to innovation and flexibility, increasing in employees™ moral when an undesired. A literary review reveals that the most of variables, which affect the intention of turnover, may be grouped in demographics, job satisfaction and organizational commitment (Du et al., 2006). Key words: turnover intentions; job satisfaction; perceived available employment opportunity

CHAPTER 1: INTRODUCTION

Employee turnover has become a worldwide issue that has puzzled organizations, researchers and practitioners for years. Currently, employee turnover permeates most of the organizations in both developed and developing nations (Tariq et al, 2013). The overall turnover intention among the respondents was 64.9%. Turnover intention was high with a mean (+ SD) rating of 2.48(+.760) (on a scale of 1 to 3). Mean job satisfaction was 8.76(+ 1.79). Table 2 Level of Job satisfaction and organizational commitment by different dimensions among nurses in in Axum Comprehensive and specialized referral hospital Tigray, Ethiopia, Ethiopia, 2018/2019 (n = 148). Full size table. Factors associated with turnover intention among nurses. In bivariate analysis, autonomy, match between job description, training opportunity, guidance and support from supervisor, and payment and benefits showed significant statistical association with turnover intention. 21 - 2.7 Relationship between Job Satisfaction and Turnover Intention 21 - 23. 2.8 The relationship between the stress, job satisfaction and turnover 23 - 24 intention. 2.9 The relationship between the school characteristic, job satisfaction and 25 turnover intention. 2.10 The relationship between the professional development opportunity, 26 - 27 job satisfaction and turnover intention. Among the most important findings is that teacher turnover intention usually having strong relationship with the factor that causes the teachers job satisfaction to decrease (Sung Hyun Cha, 2008). Job satisfaction had defined as an individual end feeling toward after the performing their task in the workplace or in others word whether the individual like or dislike the job.