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

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

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By
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DECLARATION OF THESIS

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 kaji selidik, 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 Regrasi 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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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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