
**JOB SATISFACTION AND ORGANIZATIONAL JUSTICE
AS DETERMINANT OF TURNOVER INTENTION: A STUDY
AMONG GLOBAL SUPPORT EXECUTIVES (GSEs) IN
HSBC CALL CENTER CYBERJAYA MALAYSIA**

**A thesis submitted to the Faculty of Business Management in fulfillment of
the requirements for the degree of Masters of Science in Management,
Universiti Utara Malaysia**

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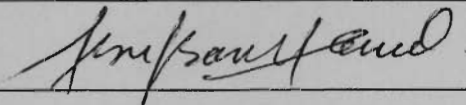
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ABSTRAK

Keinginan untuk berhenti kerja merupakan satu manifestasi bagi perasaan dalaman seseorang mengenai pekerjaannya. Dalam erti kata lain, ia adalah satu emosi yang berkaitan dengan pekerjaan. Ia juga boleh diterjemahkan dalam bentuk kelakuan yang akan mempengaruhi secara positif atau negatif prestasi kerja seseorang itu. Dalam konteks ini tahap keinginan untuk berhenti kerja yang dialami oleh pekerja dipengaruhi oleh beberapa faktor dalaman serta luaran. Antara faktor – faktor tersebut yang mungkin mempengaruhi keinginan untuk berhenti kerja ialah bentuk kerja itu sendiri, polisi pentadbiran, sistem pengurusan sumber manusia, keadaan tempet kerja, rakan sekerja serta beberapa faktor peribadi terpilih. Ia juga merupakan satu isu yang amat kompleks kerana perasaan seseorang selalunya timbul hasil dari beberapa faktor penting. Oleh itu, sebarang usaha untuk mengasingkan faktor – faktor tersebut dalam mengkaji keinginan untuk berhenti kerja dikalangan pekerja menyebabkan keputusannya menjadi kurang objektif serta sukar untuk diterima pakai.

Kajian ini dijalankan mengkaji tahap keinginan untuk berhenti kerja dikalangan Eksekutif di HSBC Cyberjaya. Oleh itu, ia turut memberi fokus kepada beberapa faktor terpilih yang memberi pengaruh yang positif terhadap topik kajian, iaitu keinginan untuk berhenti kerja. Tugasan ini termasuklah mengkaji dengan lebih teliti hubungan diantara dua pemboleh ubah yang dikenalpasti seperti kepuasan kerja dan keadilan organisasi dan keinginan untuk berhenti kerja yang dialami oleh mereka.

ABSTRACT

Turnover intention is basically the manifestation of one's inner feeling about his or her job. In other words, it is an emotional state linked to one's job, which would effectively be translated into job behaviors, and in due course would positively/negatively affect the overall performance of an employee. In this context, the level of turnover intention experienced by the employee is greatly influenced by various internal and external factors. To mention a few, they might include the nature of the job itself, management practices, human resources systems and policies, work place condition, co-workers/peers and the other personal feelings normally reflects the aggregate effects of many attributing factors. Therefore, attempts to single out any specific influential factor in explaining the level of turnover intention among employees would proof to be less objective and costly.

This study was commenced to examine the level of turnover intention among Global Support Executives of HSBC Call Center, Cyberjaya. That being the case, it was also focusing on few selected variables believed to have a constructive influence on the research question, turnover intention. This task entails a closer look at examining the relationship between two identified variables, ie; job satisfaction and organizational justice and the level of turnover intention experienced by HSBC.

DEDICATION

This dissertation is dedicated to my mother, Chandra Gantha Kalimuthu, who has provided undying love, support and encouragement. She provided me with strength, dreams, courage and determination to move through the final stages of this process. My dream came true due to her love and scarifies.

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ABBREVIATION

TI	Turnover Intention
JS	Job Satisfaction
OJ	Organizational Justice
HSBC	Hong Kong & Shanghai Banking Corporation

CHAPTER ONE

BACKGROUND OF THE STUDY

1.0. Introduction

This chapter presents the background of the research, problem statement, objective of the study, research questions, statement of hypotheses, significance of the study, scope of the study and definition of variables and terms. The sequence of the study starting chapter one to five is also included.

1.1. Background of the Research

A high rate of employee turnover in an organisation means increases recruiting, selection and training costs. Kasner (1997) suggests that each time an employee leaves a job it costs at least 30% of the person's annual salary for a replacement. Employee turnover can also mean a disruption in the efficient running of an organisation, decline of productivity and inability of many firms to compete in world markets. When knowledgeable and experienced personnel or employee leave, the organisation must find a replacement and train that person to assume the position of responsibility (Phillips, 1990; Galante, 1995). All organizations, of course, have some employee turnover, which can be positive or negative turnover. If the right people are leaving the organisation- the marginal and sub marginal employees, turnover can be positive. It may create the opportunity to replace an under-performing individual with someone with higher skills or motivation, open up

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