

**RELATIONSHIP BETWEEN JOB SATISFACTION WITH INTENTION TO  
LEAVE : A CASE STUDY IN 7-ELEVEN MALAYSIA SDN BHD**

**By**

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Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia,  
in Fulfillment of the Requirement for the Master of Human Resource Management

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## **ABSTRACT**

This study was conducted to explore the level of intention to leave among 7-Eleven Malaysia Sdn. Bhd. employees and the relation between job satisfaction and turnover. A total of 231 guidance questionnaire developed by Hinshaw & Atwood (1984) were distributed to the sample chosen on the study consistence of two independent variables that are: (a) job satisfaction, (b) demographic; and intention to leave as dependent variable. The result revealed that the mean of employees' intention to leave among 7-Eleven Malaysia operation employees is moderate with means value is 3.24. Finally the finding of the study showed job satisfaction has a moderate positive relationship with intention to leave.

## ABSTRAK

Tujuan tinjauan ini adalah untuk mengenalpasti tahap keinginan berhenti kerja di kalangan pekerja 7-Eleven Malaysia dan hubungkaitan antara kepuasan berkerja dan keinginan berhenti kerja. Instrumen yang digunakan untuk mengukur kepuasan bekerja dan keinginan berhenti adalah *questionnaire* selidik yang dibangunkan oleh *Hinshaw & Atwood* (1984). Sejumlah 231 sampel telah dipilih untuk menentupasti hubungkaitan diantara pembolehubah bebas; (a) kepuasan kerja; (b) demografi dan niat untuk meletak jawatan sebagai membolehubah bersandar. Hasil kajian menunjukkan bahawa tahap keinginan berhenti kerja di kalangan pekerja 7-Eleven Malaysia pada tahap sederhana dengan nilai min adalah 3.24. Kajian juga telah menunjukkan kepuasan kerja mempunyai hubungan positif sederhana dengan keinginan berhenti kerja.

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Arul Balasundram

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# CHAPTER 1

## INTRODUCTION

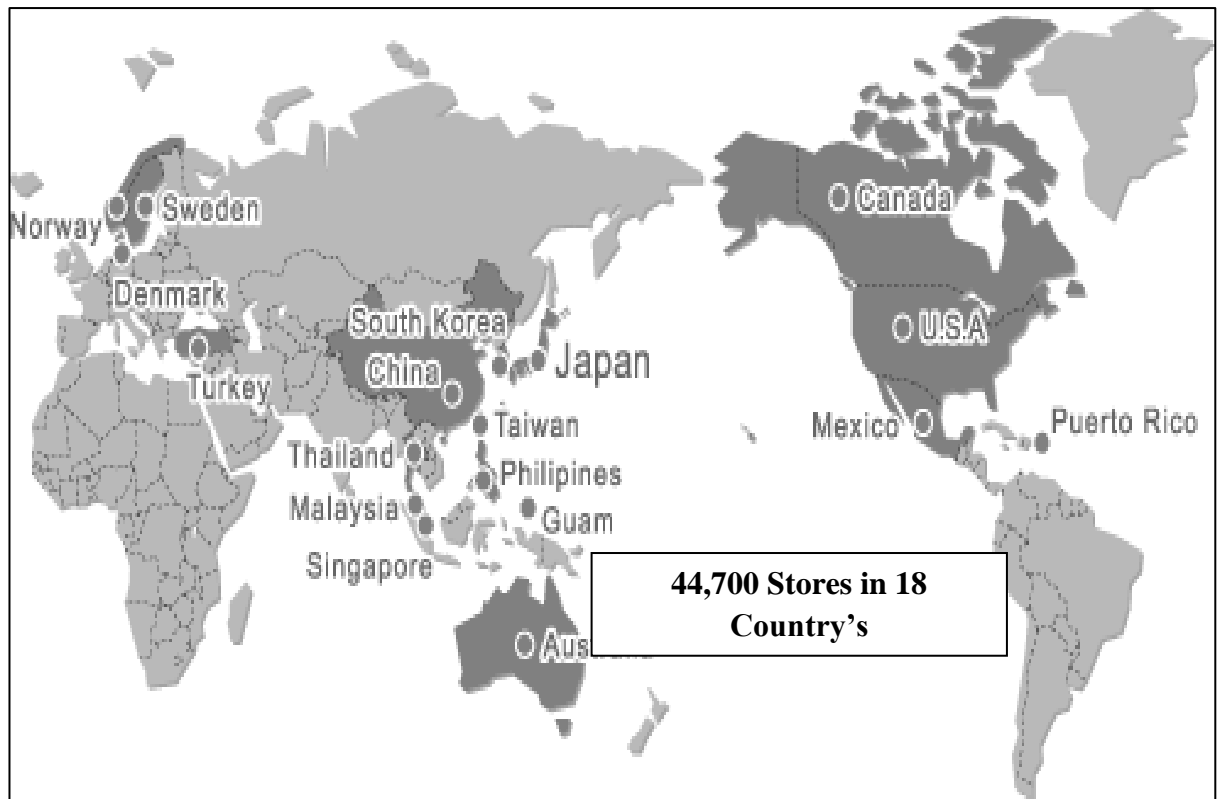
### 1.1 BACKGROUND

7-Eleven is the world largest convenience store chain with 44,700 stores in 16 countries, which operates franchises and licenses convenience stores. 7-Eleven are convenience-oriented stores by providing a broad selection of fresh, high-quality products and services at speedy transactions and a clean, friendly shopping environment. 7-Eleven is in countries including US, Japan, Taiwan, Thailand, South Korea, China, Hong Kong, Malaysia, Mexico, Singapore, Australia, Philippines, Indonesia, Norway, Sweden and Denmark.

The owner and operator of 7-Eleven stores in Malaysia incorporated on 4 June 1984 and have made mark in the retailing scene and has been a prominent icon for over 27 years. 7-Eleven Malaysia Sdn. Bhd. becomes a wholly owned subsidiary company of Berjaya Retail *Berhad* upon its listed on the Main Market of Bursa Malaysia.

The single largest convenience store chain with over 1,200 stores nationwide, 7-Eleven Malaysia serves over half a million customers daily. 7-Eleven stores can be found across bustling commercial districts to serene suburban residential compounds throughout Malaysia, from petrol stations and LRT stations to shopping malls and medical institutions.

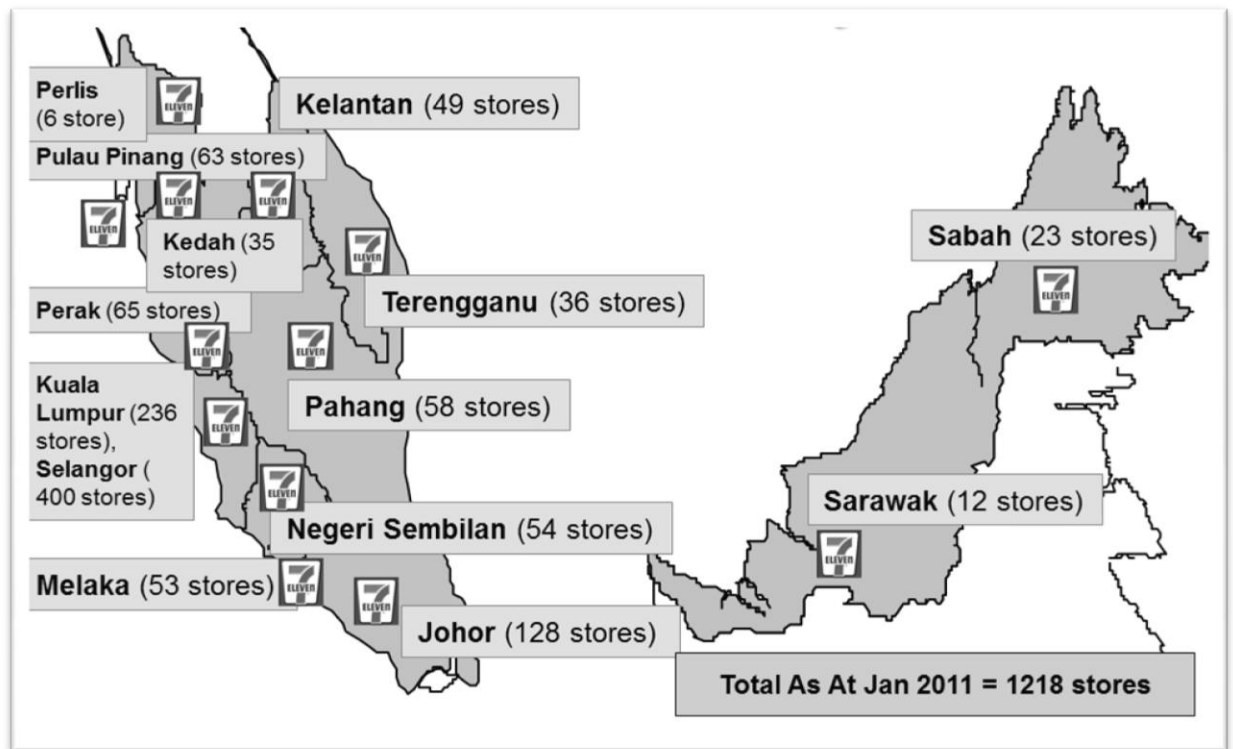
There are 44,700 stores in worldwide and at Malaysia only have 1218 store as at January 2011, based on figure 1.1 and 1.2.



**Figure 1.1**  
*7-Eleven Organizations around the World*  
Source: 7Eleven Websites.

### 1.1.1 7Eleven Organization Mission

7-Eleven aspires to be the favourite neighbourhood convenience store. The mission is to serve all customers in a fast and friendly manner, with fresh and friendly manner with fresh, innovative product and services at fair value, in clean bright and cheerful atmosphere 24 hours a day, every day.



**Figure 1.2**

*7-Eleven Presences in Malaysia*

Source: 7Eleven Human Resource Manager, Madam Janet Loh.

### 1.1.2 Operation Department

The 70 per cent of the 7-Eleven employees is from Operation department who are operating the stores daily task. There are including Store Manager, Assistant Store Manager, Management Trainer, Senior Store Assistant and Store Assistant. The group of Operation department is based in all stores and only operations leaders which Operation General Manager and Senior Operation Manager based in headquarters in Kuala Lumpur.

## **1.2 STATEMENT OF PROBLEM**

It is been informed by 7-Eleven Malaysia Human Resource Manager that the Malaysian economy went through a recession period from the 4<sup>th</sup> quarter of 1997 until the end of 1998. During that period, retrenchment rate was high and the job market was very bad, thus people were most unlikely to change their job. However, the turnover rate in 7-Eleven Malaysia is 14 out of 136 or 10.29% of its employees quit their job from October 1997 to October 1998.

Between 2003 and 2009, the department experienced an average staff turnover of about thirty per cent, which can be considered reasonable, considering the prevalent market conditions that favoured high rates of employability, within the six-year period. However, between year 2010 and 2011, that is within a period of two year, the operation department experienced a voluntary staff turnover of more than average eight hundred personnel, amounting to more than fifty per cent of the total staff strength in the department.

The recent data shows total turnover for the month of July 2011 to December 2011, Operations department as listed in Table 1.1, may not appear critical and worthy of damage control. But an overall leaver rate of calculated at near one thousand ( 1000 ) employees per month resigned signals a cause for concern that it may in long run affect organisation effectiveness.

**Table 1.1**

*Total turnover at 7-Eleven Malaysia for the month July 2011 to December 2011*

Positions	Total Turnover by month ( 2011 )					
	July	August	September	October	November	December
Store Assistant	422	345	248	450	546	553
Senior Store Assistant	65	54	67	56	45	102
Management Trainee	334	248	209	213	301	409
Assistant Store Manager	22	96	102	85	29	108
Store Manager	182	112	203	150	230	279
Total	1025	855	829	954	1151	1451

Source : 7Eleven Malaysia, Human Resource Manager

According to 7-Eleven Malaysia Human Manager various steps has been taken to by 7-Eleven Malaysia to retain the employee including raise the basic wages, succession planning and implement more employee activities but the rate of turnover still high, therefore this study needs to be conducted to determine job satisfaction influence on the intention to leave among 7Eleven Operation employees

### **1.3 RESEARCH QUESTION**

The following are this research question:

- a) Are there differences between male and female on their intention to leave the organization.
- b) Are there differences between age group on their job satisfaction and their intention to leave the organization.



- c) Are there any relationships between employees' job satisfaction and their intentions to leave the organization.

#### **1.4 OBJECTIVE OF THE STUDY**

The purpose of this study was to identify the relationships between job satisfactions with intention to leave of 7-Eleven Malaysia, Operations department employees.

As a means of accomplishing this purpose, the following objectives were pursued;

- a) To identify the level of job satisfaction and intention to leave among the 7-Eleven Malaysia employees.
- b) To determine the different of job satisfaction and intention to leave by gender and age.
- c) To determine the relationship among job satisfaction and intention to leave

#### **1.5 SIGNIFICANCE OF STUDIES**

Basically this study is of some significant to two main groups of people, namely, the employer (7-Eleven Malaysia) itself and the employees (the 7-Eleven staff). 7-Eleven can use the outcome of the study as a guideline to identify and understand the employee job satisfaction and turnover intention better.

Besides that, the data can also be used as a reference in the future when new company policies or administration systems are introduced or implemented. A comparison can be made to ensure the new company policies or administration systems are on the right track in promoting better way to up level of job satisfaction.

Meanwhile, the 7-Eleven staff can take this study as an alternative channel to express their feelings towards the job satisfaction, nature itself, working condition, company policies, colleagues and other environments.

## **1.6 SCOPE OF RESEARCH**

In order to achieve the research objectives set above, a survey carried out involving distribution of questionnaires amongst Operations employees in 7-Eleven Malaysia. Self-report and statistic report measures will be used to gather data on the variables under study.

The use of survey in the present study is appropriate because the research is concerned about knowing how employees' perceptions are on the issue of intention to leave, and their job satisfaction to their jobs they are doing now. As a reference of the present study understanding, the data collection period is estimated to take place within the months of July 2011 to December 2011.

## **1.7 THESIS OUTLINE**

This study is divided into five chapters. The first chapter i.e. Chapter One has argued the need to study intention to leave and the relationship with job satisfaction. Accordingly, the chapter has identified how the present study will be significant to both theory and practice.

Chapter Two in particular will also present and analyse empirical evidence on previous studies conducted on job satisfaction and intention to leave in general. In addition, it also briefly sets a framework on how the study will be conducted. An examination of Intention to leave theories, job satisfaction theories, and relevant studies will be presented in the second chapter. The next chapter, Chapter Three will provide in detail the parameters and methods used in conducting the study and hence testing the hypotheses. It will elucidate sample selection, data collection procedures and techniques, and statistical tests to be used to analyse the data collected. These detailed descriptions of the research design will follow closely the hypotheses formulated for the study, which will be presented earlier in the chapter. Chapter Four will present the results of the study. The last chapter, Chapter Five, will discuss the findings of the study in depth by comparing the study's findings recommendation to 7-Eleven Malaysia. In addition, limitations of the present study and recommendations for practice and future research will be addressed in this chapter.

## **CHAPTER 2**

### **LITERATURE REVIEW**

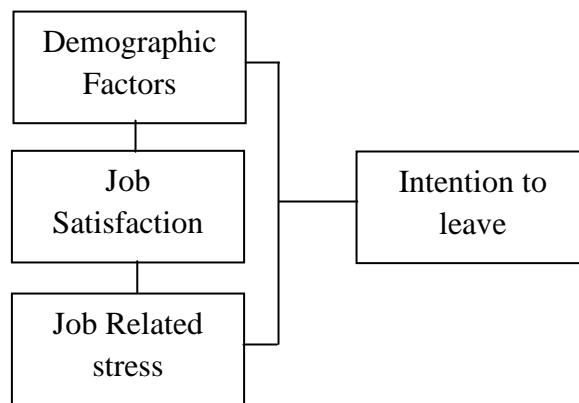
#### **2.1 INTRODUCTION**

Chapter two considers the current literature which deals with the variables of job job satisfaction, job satisfaction theory and intention to leave, intention to leave theories. The literature review was organized by relationship between job satisfaction and intention to leave with social demographic variables.

#### **2.2 INTENTION TO LEAVE**

Price (1977) defined intention to leave as “the degree of individual movement across the membership boundary of a social system”. Another degree of intention to leave faced by employees is the fear and thoughts of actually quitting one’s job. Therefore, actually any thoughts on these issues are considered ‘a signal of quitting’ Hazell K. W., (2010) There are many factors that influenced employee to have intention to leave turnover but Borda and Norman (1997) has concluded that job satisfaction is widely regarded as the major contributor to intention to quit amongst employees. Price (1977) explained that job satisfaction is actually influenced by job characteristics that would lead individuals to stay or leave the organization. Letvak S. & Buck R., (2008) and describe the individual and workplace characteristics associated with work productivity

When actual turnover happen, it brings various consequences for companies and individuals who leave the organizations where it will be either positive effects or negative outcomes Hom et al., (1992). A report from Khatri, Chong and Budhwar (2001) shows that more than two-thirds of the organizations indicated they have suffered productivity losses because of the high employee turnover. Hanafiah H & Normah H. O. (2007) proves demographic factors, job satisfaction and job related stress has positive influence towards intention to leave in her study among nurses.



**Figure 2.1**

*The model is an adaptation of the research framework developed by Hanafiah H & Normah H. O. (2007).*

The conceptual framework proposed for analysing the hypothesis is depicted in Figure 2.1. The model is an adaptation of the research framework developed by Hanafiah H, & Normah H. O. (2007).

The theory developed by Herzberg et al. (1959) was considered relevant to this study. The theory proposed that every employee has two sets of needs or requirements; motivator needs and hygiene needs. Motivator needs associated with the actual work itself and how challenging it is. Job facet such as how interesting the work is, autonomy on the job, and the responsibility it affords satisfy motivator

needs. Hygiene needs associated with the physical and psychological context in which the work is performed.

Job facets such as the physical working conditions for example, the temperature and pleasantness of the surroundings, the nature of supervision, amount of pay, and job security satisfy hygiene needs. In this research context, relationship between nurses and patient, challenging assignment and conditions of nurses' workload is part of hygiene needs.

Herzberg proposed the following theoretical relationships between motivator needs and hygiene needs:

- a) When motivator needs are met, employees will be satisfied, when these needs are not met, employees will not satisfy.
- b) When hygiene needs are met, employees will not be dissatisfied, when these needs are not met, employees will be dissatisfied.

Therefore, motivator and hygiene contribute to satisfaction and dissatisfaction. In addition, it is predicted that demographic factors affect the intention to leave as well. Fisbein and Ajzen (1975) define intention as a special form of beliefs that link a person with behaviour. Mobley (1982) defines employees' turnover as the cessation of membership on an organization by an individual who receives monetary compensation from the organization. However, there are two distinct types of turnover: (a) the voluntary turnover, initiated by employees themselves-e.g.,

resignation and optional retirement; and (b) involuntary separation, organization initiated, death or mandatory retirement for example layoff and dismissal. Therefore the definition of Intention to turnover can be defined as the beliefs of the employees that link them to leave the organization voluntarily.

Unlike absenteeism, employee turnover seems to be more likely associated with job satisfaction or job dissatisfaction factors such as working conditions, compensation program and supervision. It was found that the employees who were dissatisfied with the security, compensation program, working conditions and relations with their colleagues or superiors would be the prime candidates for turnover Herzberg, (1968)

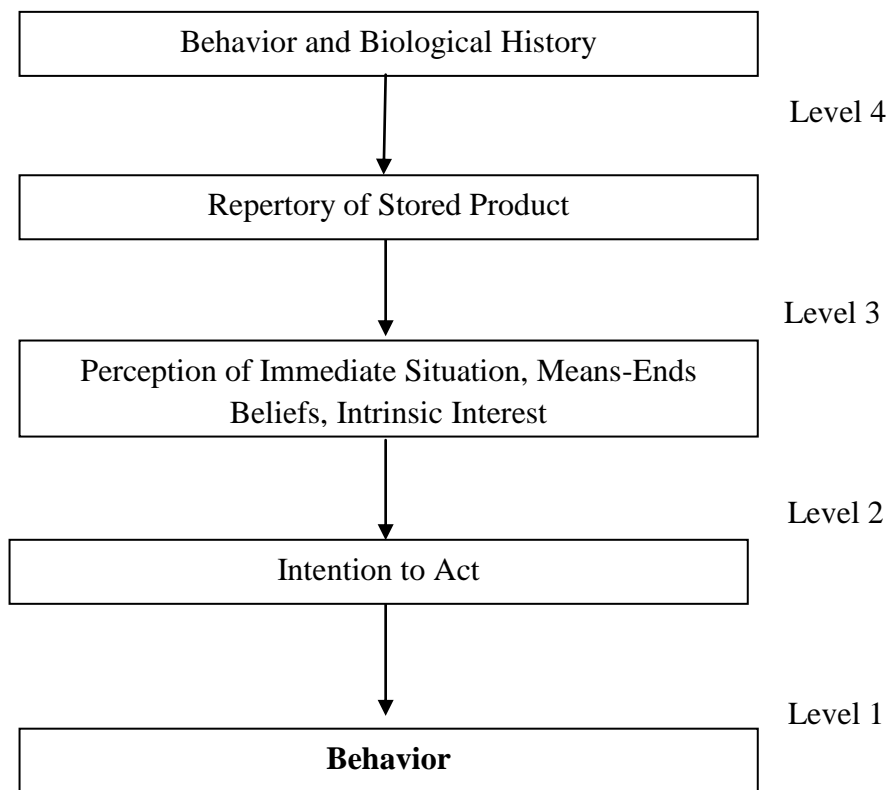
### **2.2.1 Intentional Behavior (Turnover) Theories**

This theory assumes that people's intentions and their behaviors are significantly related, or in other words, their intentions are one of the most important factors in explaining their behaviors. This theory breaks down the behaviors into four interrelated levels. Ryan, (1970), where each level will explain its respective behaviors refer Figure 2.2.

The first level consists of the intention people have, where the individual will strive to act intentionally, pursuing whatever goals they have in mind and whenever circumstances permit, behavior that is consistent with those intentions can be expected.

The second level consists of three sets of factors that will influence people's intention, and those are:

- a) The person's perception concerning means-ends relationship (whether the person believes that certain acts will cause certain outcomes)
- b) The level of intrinsic interest or attractiveness of the act being contemplated, and
- c) The appropriateness of the act in the particular social and physical setting.



**Figure 2.2**  
*Simplified Four Levels of Intentional Behavior Causality*

Source: Ryan, T.A. (1970). *Intentional Behavior*. New York: The Ronald Press



The third level of explanation consists of those factors that influence the three factors in level two. The theory assumes that people will be equipped with many prepared ways of perceiving, anticipating and conceiving the world and their own activity.

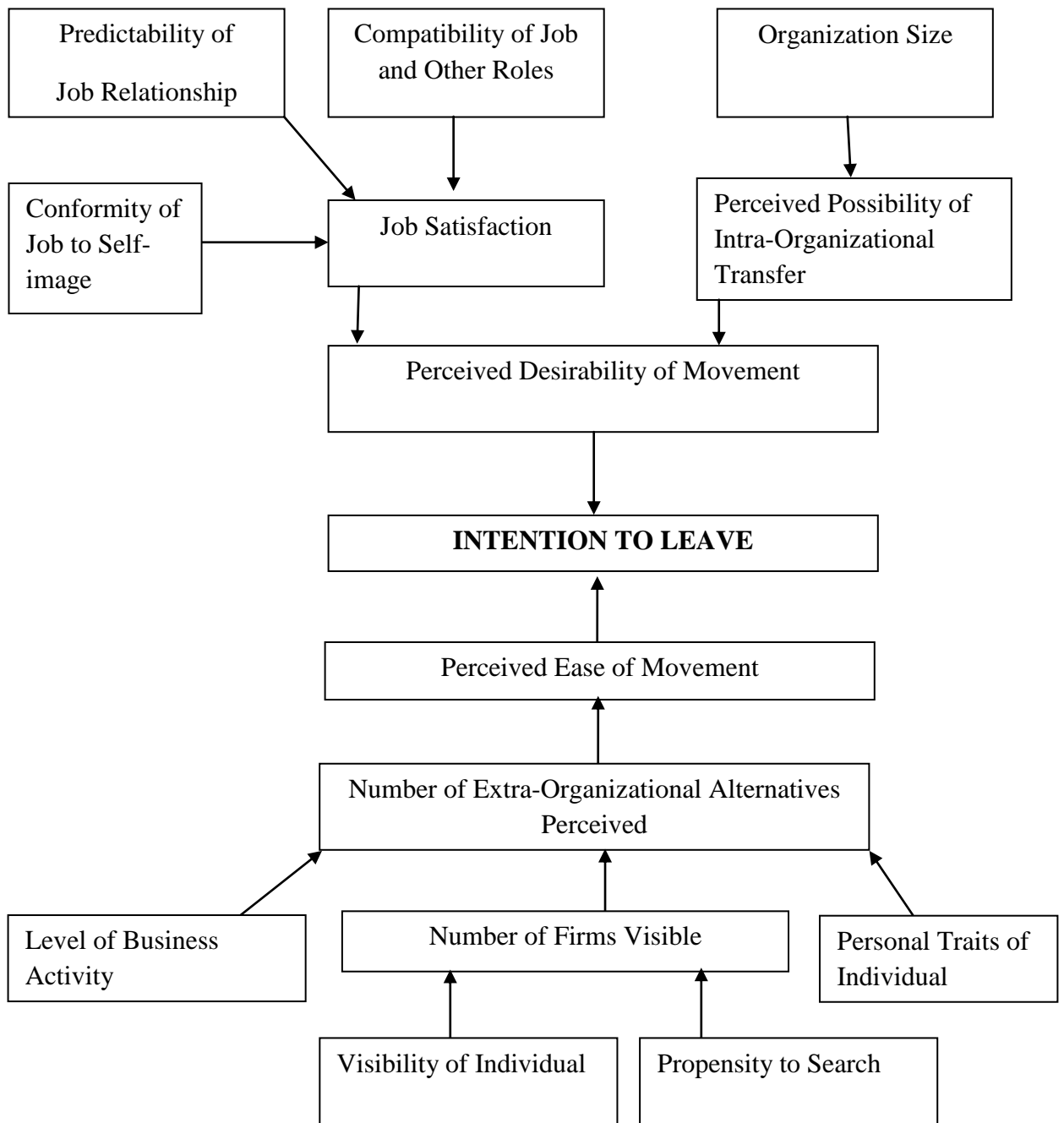
The fourth level consists of the historical and developmental background of the individual.

### **2.2.2 Models of Turnover Behavior**

Employees' turnover has attracted a great deal of empirical studies from researchers since it was first initiated back in the mid twentieth century. Causal models including variables from different domains have been developed as one major theoretical activity Bluedorn, (1982) and according to Bluedorn these models are actually complementing rather than contradicting each other.

March and Simon Model of Motivation. One of the earliest and most influential turnover models are the 'Decision to Participate' model by March and Simon (1958). Basically, it has two distinct but inter-related components: (a) perceived ease of movement. This model takes into account the systematic integration of economic-labor market and individual behavior Mobley, (1982). Based on Figure 2.3.

For the perceived desirability of movement from organization, the major contributors are job satisfaction and perceived possibility of intra-organizational transfer.



**Figure 2.3**  
*March and Simon 's Model of Motivation*

Source: Griffeth,H. (1994).Employee Turnover,Cincinnati,Ohio:South Western College Publishing. (Adapted from March,J.G & Simon H.A. (1958).Organizations New York:Wiley,99,106)



**Figure 2.4**  
*Mobley Intermediate Linkages Model*

Source: The relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62, p238

Job satisfaction is considered as a function of conformity of the job to self-image, predictability of job relationship and compatibility of job and other roles. Conformity

of job to self-image is then considered as a function of supervisory practises, amount of rewards, participation in job assignment, education and rate of change of status end/or income March and Simon,(1958)

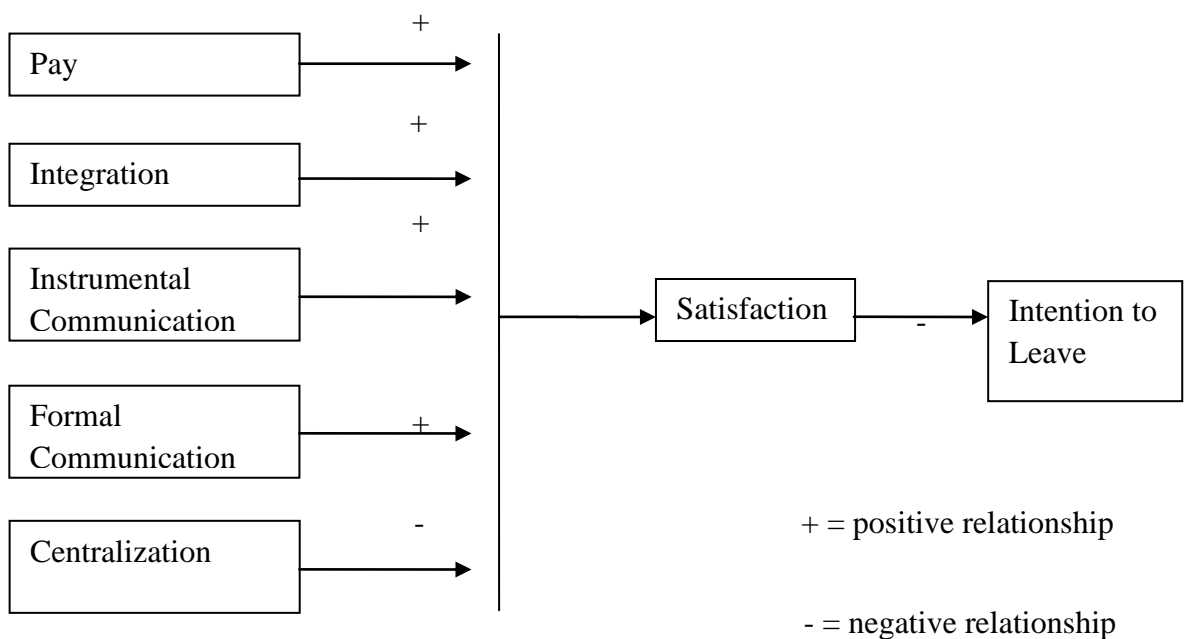
March and Simon (1958) hypothesize that perceived ease of movement for an individual depends on the availability of jobs for which he/she is qualified and willing to accept in organizations visible to him. Mobley Intermediate Linkages Model. By further enhancing the conceptual work by March and Simon (1958) and Locke (1976), Mobley (1977) has developed a more detail model of the linkages between job satisfaction and turnover refer Figure 2.3.

This model has been tested empirically by Price and Bluedorn (1979), Bluedorn (1979) and Martin (1979) and supported with two fundamental changes Bluedorn, (1982): (a) the elimination of the job satisfaction and opportunity now specified as one of a series of determinants of satisfaction which influence turnover indirectly through satisfaction; and (b) the recognition that the model does not eliminate all demographic variables as important causes of turnover.

Mobley Intermediate Linkages Model. By further enhancing the conceptual work by March and Simon (1958) and Locke (1976), Mobley (1977) has developed a more detail model of the linkages between job satisfaction and turnover, refer Figure 2.4

Steers and Mowday (1981) advanced another comprehensive turnover model that integrate earlier theories while overcoming their conceptual shortcomings. Stees and Mowday theorize that an individual's value system influences his/her expectations about various aspects of a job, such as the job nature and rewards for satisfactory performance.

Underpin the expectations of employees by determining 'what they expect from a job: what they feel they must have, what they would like to have, and what they can do without' Steers & Mowday, (1981).The alternatives that are available modify expectations about the job because employees who have attractive options may have set higher expectations for their current jobs.



**Figure 2.5**  
*Price Turnover Model*

Source: Price, J.L.(1977).The Study of Turnover. Iowa: Iowa State University Press  
Mobley, Horner and Hollingsworth Model

The Price turnover model portrays turnover processes as a series of structural and individual determinants of job satisfaction. The primary determinants of turnover are (a) pay or compensation (b) integration or extent of participant in primary or primary relationship, (c) instrumental communication which is role performance, (d) formal communication which effectively transform and (e) centralising, refer Figure 2.5.

They further theorize that job expectations and values would interact with organizational characteristics and experiences, and that job performances would influence affective responses. They also envisioned that job attitude influences intentions to leave, although outside influences may condition the effect. That is, some employees may tolerate an unpleasant job and remain employed because of circumstances outside the job, such as its instrumentality for further career assignments, or an unwillingness to disrupt a spouse's career or uproot the family from the community.

Following Simon and March (1958), Steers and Mowday posit that intentions to quit multiplicatively combine with the availability of alternatives. In essence, intentions to quit affect turnover via two causal routes. Thus formation of a decision to quit may directly trigger the resignation or may indirectly influence turnover by prompting employees to seek alternative jobs. Failing to find an alternative, a job-seeking employee may revert to other forms of withdrawal, such as absenteeism, sabotage, and alcohol abuse. Dissatisfied individuals, unable to find better alternatives, may accommodate an unpleasant job by rationalizing their

### **2.3 INTENTION TO LEAVE AND THE ACTUAL TURNOVER**

So far, studies in the area of turnover have been quite extensive, yet our understanding on the psychological process of employee turnover is far from complete Porter & Steers as quoted by Mobley et al., (1978). The results of studies by the earlier researchers have shown that quite a number of factors were related to the actual turnover. However, the similar relationships between those factors and employee's intention to leave the organization have not been given the deserved attention. Tett and Meyer (1993) had given the definition for employee's intention to leave the organization as "a conscious and deliberate wilfulness" of the employee to leave the present organization. But, Martin (1979) had simply defined it as the degree of employee's desire or intention to leave the organization. Findings from several earlier studies had clearly shown that employees' actual turnover is strongly related to their intentions to leave the organization. Dalessio, Silverman & Schuck, (1986); Horn, Katerberg, & Hulin, (1979); Steel & Ovalle, (1984).

### **2.4 INTENTION TO LEAVE VARIABLES**

Beside the actual turnover, other variables have also been associated to employees' desires or intentions to leave the organizations. For example, in a study by Bannister and Griffeth (1986), they had found that employee's intention to search for alternative job together with his or her organizational tenure are the two related factors to his or her intention to quit the job.

The results suggested that those who had stated high intentions to search for alternative jobs will be more likely to leave the organization. However, those who have high or long organizational tenure will be less likely to leave the organization and their ages are usually older as well. A more detail analysis of the data had enabled them to conclude that those who stated low intention to leave the organization, are generally more satisfied with their jobs.

As for more evidence, Lee and Mowday (1987) had examined a more complexes and comprehensive model. This study involved an empirical investigation of a model proposed by Steers and Mowday and involved a group of 445 employees in a financial institution. The results of the study had shown that a few factors are significantly related to employee's intention to leave the organization. Among those factors are job satisfaction, organizational commitment, and job involvement. The findings also indicated that employees who are less likely to leave the organization are those who are satisfied with their jobs, organizationally committed and more involved in their jobs.

In another study by Mowday, Koberg and McArthur (1984), they had found that employees who had stated low on organizational commitment and had high perception of ease of finding a new job have high desires to leave such intentions to leave the organization. Arnold and Feldman (1982) had also discovered several factors related to employee's intention to change the employer by a group of 654 members of the accounting profession-in their study. Those factors are organizational tenure, job satisfaction, organizational commitment, met expectations, conflicting standards, job security and perceived availability of alternatives. However, in the



Arnold and Feldman's model, leadership styles of the leaders were not included and thus their relationship to this intention to change the employer was not known.

## **2.5 JOB SATISFACTION**

Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Heneman et al. (1989) gives a definition on job satisfaction which views job satisfaction as depending on an evaluation the employee makes of the job and the environment surrounding the job. This evaluation depends on two components (a) what the employee actually experiences work is; and (b) what values or desires for rewards the employee brings to the workplace. Satisfaction will be high when what is corresponds with what should be and vice versa. French (1994) states that job satisfaction can be defined as a person's emotional response to aspects of work such as pay, supervision and benefits or the work itself.

Job satisfaction has received considerable attention from industrial and organizational psychologists, management scientists, and sociologist for the past decades. There has been a great deal of research conducted on the job satisfaction since the industrialization era and according to Locke, as many as three thousand studies had been conducted on job satisfaction alone by the time he finished his study in the year 1976. Much of the interest in analysing job satisfaction stems from concern for the behavioural consequences, such as productivity, attendance at work turnover, retirement, participation, labour militancy, sympathy for unions

Psychological withdrawal from work Locke (1976) and Heneman et al. (1989) said, Human Resource Managers and personnel area very much concerned about job satisfaction for two main reasons :(a) they believe that job satisfaction will influence employees' behaviour as attendance and length of service. It is commonly assumed that increasing job satisfaction will increase productivity, thus the profitability of the organization; and (b) they view employees as a group to satisfy, besides clients, customers, and investors. A positive satisfaction provides evidence that the employer is doing the right thing at that moment.

However, not all analysts agree that job satisfaction is useful for predicting organizationally relevant behavior, such as turnover. Hodson (1991) argues that the concept of job satisfaction is severely flawed because "it lacks behavioural referents, its connection with productivity is based on a naive theory of human behaviour, it is too summary a measure of workers' complex cognitive structures, and it is too individualistic.

In the model of Mobley et al. (1978), dissatisfaction produces a series of withdrawal cognitions in which employees examine the costs and benefits associated with leaving their jobs. Ultimately, this cognitive appraisal results in the employees' withdrawal from the organization. Cranny, Smith, and Stone (1992) concluded that job satisfaction is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared with what he or she actually receives. Hom, Caranikas Walker, Prussia, and Griffeth (1992), by

combining meta-analytic techniques with structural equations modelling, provided evidence for the Mobley et al. (1978) turnover.

On the other hand, Roznowski and Hulin (1992) maintain that well-constructed, validated scales of job satisfaction are "the most informative data an organization psychologist or manager can have" for predicting organizationally relevant behaviour in individuals. Roznowski and Hulin state that low levels of job satisfaction create one or more type of undesirable behaviour. Firstly, dissatisfied individuals may attempt to increase job outcomes by stealing, using work time to pursue personal tasks, or by moonlighting. Secondly, they may withdraw from the job psychologically as manifested in such behaviour as not attending meetings.

Drinking on the job, or wandering about trying to look busy. Thirdly, dissatisfied employees may practice behavioral withdrawal from the job as in absenteeism, turnover, or early retirement. Finally, employees may undertake specific change behaviors that attempt to alter the work situation. This may include remaining in a particular job and trying to affect changes through union or other activity, or it may involve attempts to change the locus of the job through transfer or demotion Roznowski & Hulin, (1992).

### **2.5.1 Job Satisfaction of Adults**

Nash (1985) found that the nature of job satisfaction indicated in the industrial world, is as follows:

- a) Work varies in importance from one individual to another individual. Job satisfaction varies in its impact on an individual's satisfaction with life,
- b) People who take this job as a prime interest experience high levels of job satisfaction if they are doing work that uses their skills,
- c) Job satisfaction changes with age and the employment cycle,
- d) Certain organizational characteristics influence job satisfaction,
- e) Job satisfaction is an indicator of an employee's motivation to come to work, but it influence job performance only indirectly,
- f) Job satisfaction is attributed to not one but many factors,
- g) The intrinsic nature of the job itself is a major factor. An individual who genuinely likes the content of the job will be more satisfies with it,
- h) Industrial workers wants jobs with high pay, high security, promotional opportunity, fewer hours of work and friendly supervision,
- i) if it demands considerable effort to get a job through education, experience or achievement ,if one can make lot of money at it, if one cannot think of any other alternatives, then one should be highly satisfied with the job

Nash, in the same research, also identified that the top then factors influencing job satisfaction of the two genders were different. The male employees ranked security

as the most important factor influencing their satisfaction, followed by job advancement, type of work, company/organization, pay, co-workers, supervision, benefits, working hours and work conditions. The female employees were very much concerned about the type of work they were doing in determining their satisfaction level. This was followed by the company they were working for, the security aspects, their co-workers, job advancement, supervision, pay, working conditions, hours and benefits. Contrary to these, the top ten universal job dissatisfies were unclear responsibilities, never seeing the finished product, red tape, two-faced supervisors, poor working conditions, poor communications, getting transferred, getting a new boss, being in the wrong job and boredom.

### **2.5.2 Job Satisfaction Theory**

The origin of this theory was from a study conducted by Herzberg et al. (1959) on 203 accountants and engineers from Pittsburgh, United States. This theory states that basically human only has two needs, which are the hygiene needs and the motivator needs.

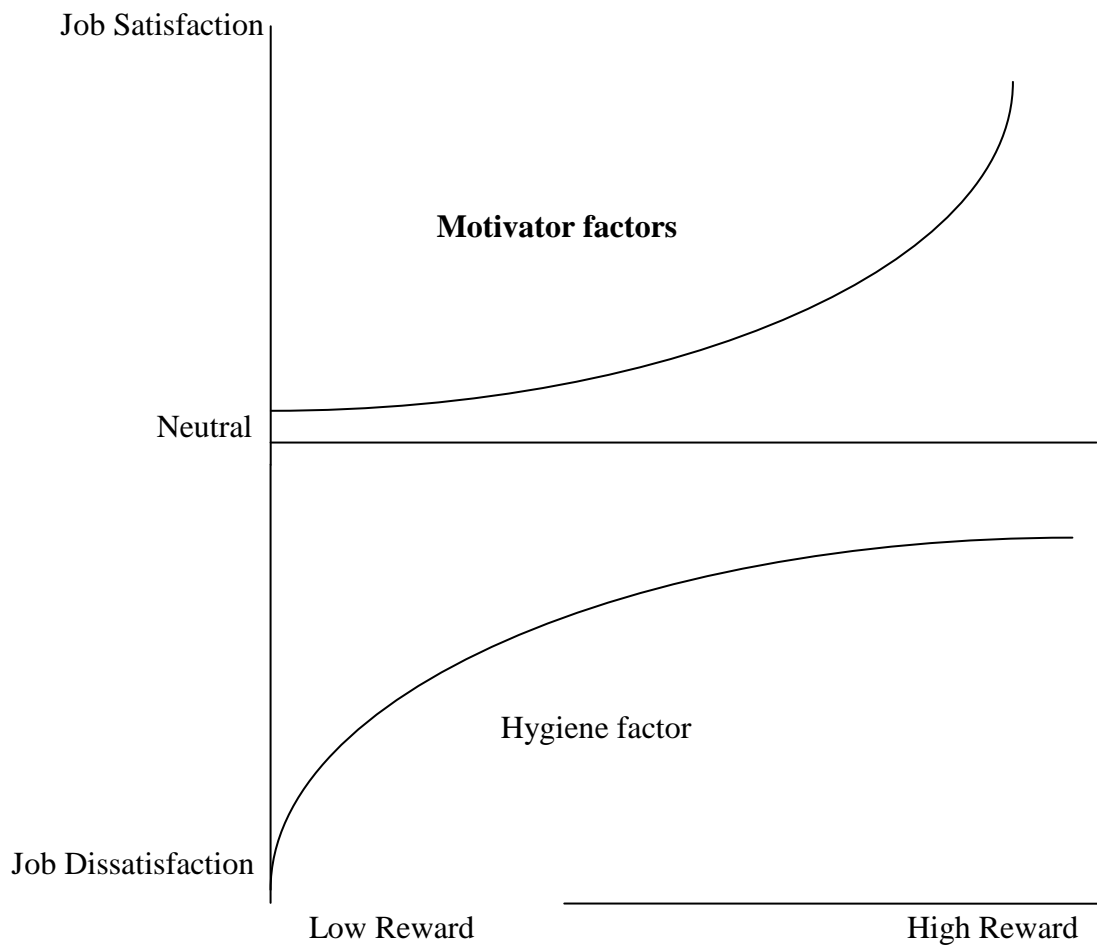
The hygiene needs are factors for maintenance and related to the physical and psychological environment in which the work is done. Examples of hygiene needs in a job situation are compensation, superiors, colleagues, working conditions and company policies. When the hygiene factors are inadequate, they will lead to job dissatisfaction but when they are adequate, they will not lead to job satisfaction. Therefore hygiene factors are also known as 'dissatisfies' and serve primarily to prevent job dissatisfaction.

Motivator needs are factors related to some innate characteristics of individuals that require them to seek challenges, stimulation and autonomies. These needs are satisfied by factors such as responsible work, independent action and recognition for accomplishing of tasks. When motivator factors are present in the working situation, they will lead to job satisfaction. However, the absence of these factors does not lead to job dissatisfaction. Therefore motivator factors are also known as 'satisfiers' where they are effectively satisfying an individual.

Herzberg's. (1959) theory argues that job satisfaction and job dissatisfaction are not two opposite extremes of the same continuum but are in separate dimensions. These job satisfaction and job dissatisfaction are influenced by the results from different factors in a work situation, which are the motivator factors and hygiene factors respectively. An increasing amount of motivator factors will cause satisfaction from a neutral point and an increase of hygiene factors will cause dissatisfaction from a neutral point for an individual, refer Figure 2.6.

This theory was challenged by some researchers from the same field of work and the main shortcoming of this theory was its methodology. Herzberg et al. used a face to face interview method to gather data for this study, hence the researcher who challenged him argued that the respondent might be acting or pretending defensively during the interviews. Due to this confounding factor, a number of further enhanced researchers had been conducted to overcome these shortcomings, other methods for data gathering were done besides the face to face interview. As a result, the findings

were varied when different methodologies were applied for those studies Ewen et al., (1966); Hinrichs & Mischkind, (1967)



**Figure 2.6**  
*The Effects of Motivator factors and Hygiene factors on Job Satisfaction*

Source: Landy, F.J & Trumbo, D.A (1980), Psychology of Work Behavior. Revised edition. Illinois: The Dorsey Press.

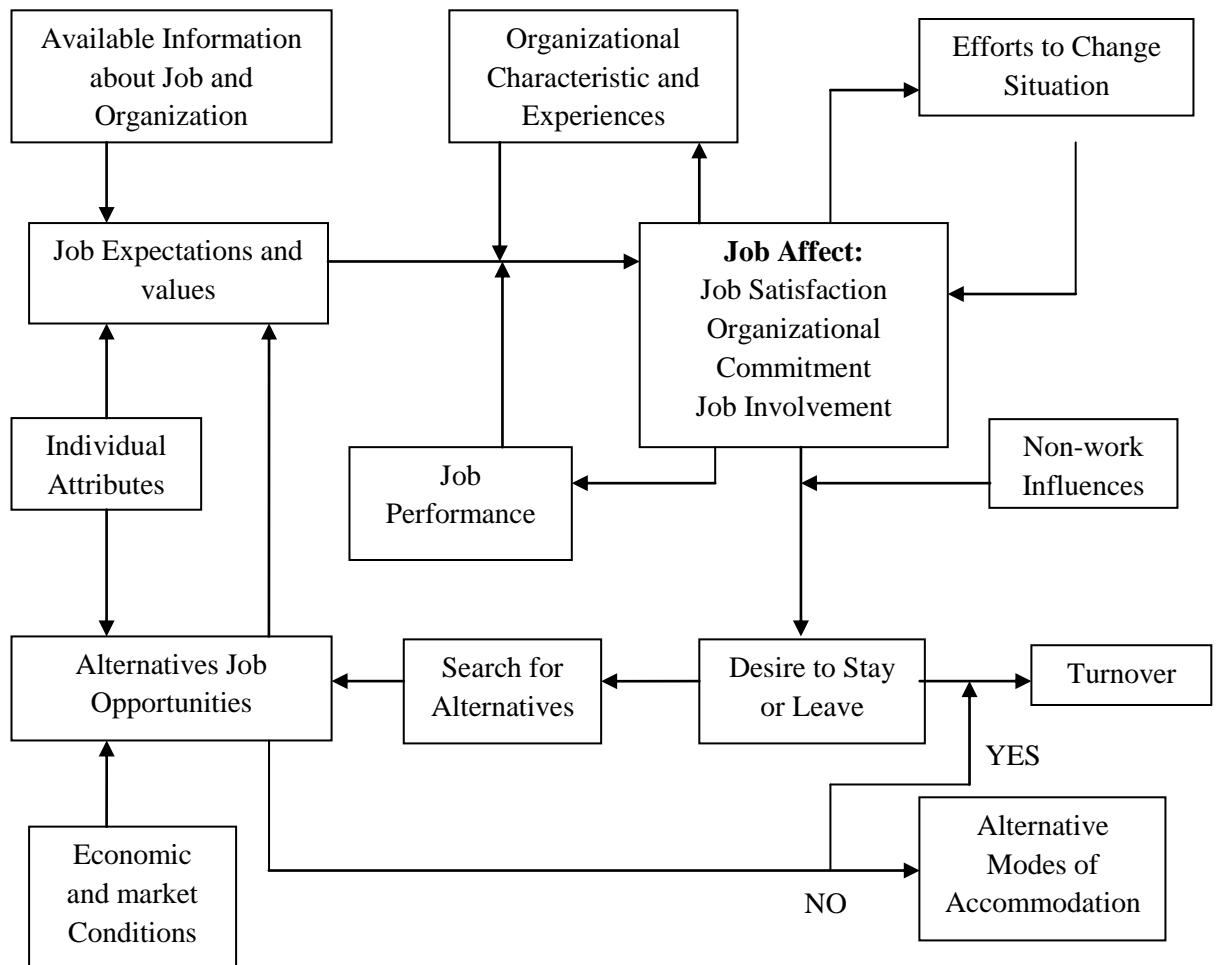
## **2.6 RELATIONSHIP BETWEEN JOB SATISFACTION AND INTENTION TO LEAVE WITH SOCIAL DEMOGRAPHIC VARIABLES**

Most explorations of the causes of turnover have focused job satisfaction as a primary variable and great deal of researchers conducted in finding the relationship between job satisfaction and voluntary turnover. Mobley et al.,(1979) ;Locke,(1976) ;Porter and Steers, (1973). A large proportion of turnover variance has been explained by some behavioral intentions. Expressed intention to leave was suggested as a cognitive intermediary between job dissatisfaction and turnover Mobley, (1977); Porter and Steers, (1973).

Most theoretical perspectives found that job dissatisfaction was related ( $r = -0.19$ ) to resignations Mobley (1977; Porter and Steers (1973); Price and Mueller (1986); Steers and Mowday (1981), which means that dissatisfied employees presumably, reacting to poor working conditions more readily abandoned their present employment, refer to figure 2.7. On the other hand, it is logical that when the satisfaction levels are higher thus the intention to stay will be greater Porter et al., (1974); Miler et al.(1979); Bluedorn, (1982).

Steer, R.M. and Mowday, R.T (1981) found that the correlation between job satisfaction and turnover was stronger during periods of low employment but weaker during period of joblessness. They said that even though people were not satisfied with their jobs, they would be less likely to quit if there were few or no alternatives, refer Figure 2.7.





**Figure: 2.7**  
*Steers and Mowday's Multi-route Model*

Source: Steer, R.M. and Mowday, R.T (1981). Employee turnover and post-decision accommodation processed. *Research in Organizational Behavior*, ed. L. Cummings and B.Staw, 3:235-81. Greenwich, Conn.: JAI Press

Though generally most studies were showing the significance of negative relationship between job satisfaction and turnover, there were also studies indicating

that the relationship between those variables were considerably weak Waters, Roach & Waters, (1976) ; Welsh and La Van, (1981), thus leaving the majority of variance associated with turnover unexplained.

Locke (1976) in his research concluded that the correlation between job satisfaction and turnover have usually been less than 0.40 or account less than 16% of the variance in turnover Porter and Steers, (1973). Therefore, it can be concluded that the correlation between job satisfaction and turnover is moderate, which means that satisfied workers will be less likely to quit their jobs compared to their dissatisfied colleagues.

Job satisfaction and turnover intention were found to have no significant relationships or didn't have any appreciably effect on gender and age. Wright, King, Berg, & Creecy, (1987); Kuo-Tsai, Sylvia & Brunk, (1990); Welsh & La Van, (1981); McNeely, (1983)

As for salary, higher levels of pay (salary) are almost always found by those who study turnover and job satisfaction to exert a negative influence on turnover or intention to turnover and positive influence on job satisfaction. However, salary is not expected to exert an independent influence in the present study. Hence, it is possible that some researchers may find contradicting results. Price, (1977).

### **2.6.1 Personal Characteristics**

The personal characteristics interested are age, education background, type of family, number of children, health condition, intention to leave, position, type of transport and debt. Studies and researches concerning the relationship between all these personal characteristics and absenteeism are reviewed.

### **2.6.2 Age**

There are conflicting results from previous studies concerning relationship between age and employee absenteeism.

Most studies found an inverse relationship between age and absenteeism Rosenblatt and Shirom (2005) found that age contributed significantly and negatively to absenteeism. Martocchio (1989) has also shown this relationship by the decrease in days of absence and frequency of absence with age. The reasons for this inverse relationship between age and absenteeism are higher job commitment in older age, self-selection into a better person organization fit, and age-related injury incidence Martocchio, (1989). Other supporting reasoning from The Australasian Faculty of Occupational Medicine (1999) is that the decision to attend work is based on motivational factors to attend. Being older, having longer organizational employment record, organization commitment and a higher job level are positive factors. For the young employees, their possible higher rate of absence is caused by role conflict Martocchio, (1989), being highly job mobile Wooden, (1990), and having opportunity cost of leisure Wooden, (1990). Moreover, the inverted relationship is

also supported from a job satisfaction perspective. As mentioned by Lokke, Eskildsen & Jensen (2007), a study just confirms an almost perfect linear relationship between job satisfaction and absenteeism has previously been suggested (Goodman and Pennings, 1977, Steers and Rhodes, 1978).

On the other hand, some studies doubted the relationship between age and absenteeism. The empirical examination from Cohen and Golan (2007) did not support the effect of age on absenteeism. Some of the previous studies have found that absence increases with age (Beskaeftigelsesministeriet, 2003). Lokke et al.(2007) also quoted some explanations: this fact may be explained by older individuals being more susceptible than younger ones long-term disorders (Beskaeftigelsesministeriet, 2003, Martocchio, 1989), another explanation may be that health tends to deteriorate with age (Martocchio, 1989), besides older employees may be more vulnerable during stressful changes in their work and private lives (Kivimaki et al, 1997, Martocchio, 1989).

### **2.6.3 Education Background**

Education background refers to the individual's education attainment. There are not much or researches on the relationship between education background and absenteeism. Those studies are conflicting and the relationship between education background and absenteeism is inconclusive Kim and Garmen (2003) described personal characteristics such as education, age, gender, and family size, indirectly affects one's ability to attend work. On other studies show that education background and employee absenteeism correlating in a negative way. For Instance, Rentselt and

Steel (1998) and found that education contributed negatively so absenteeism. He also explained that education attainment may well elevate employees' professionalism, and consequently improve their level of responsibility and commitment to basic work values such as attendance.

Expectations of an employee will increase due to higher academic qualification thus employees with better education background will be more likely to encounter dissatisfaction on the job and the dissatisfaction will eventually lead to turnover (Porter and Steers,1973; Steers and Mowday,1981). However, several studies showed that academic qualification did not have any significant relationships with job satisfaction or intention to turnover (Wright ,King, Berg & Creecy, 1987; McNeely, 1983) .Thus, it may be acceptable to state that job satisfaction and intention to turnover does not differ by academic qualification.

## **2.7 EMPHASIS OF CURRENT STUDY**

Though job dissatisfaction does not necessarily cause turnover, it affects the latter. A research on this matter is important to employers because no organization wants to lose its employees due to job dissatisfaction and consequences of job dissatisfaction.

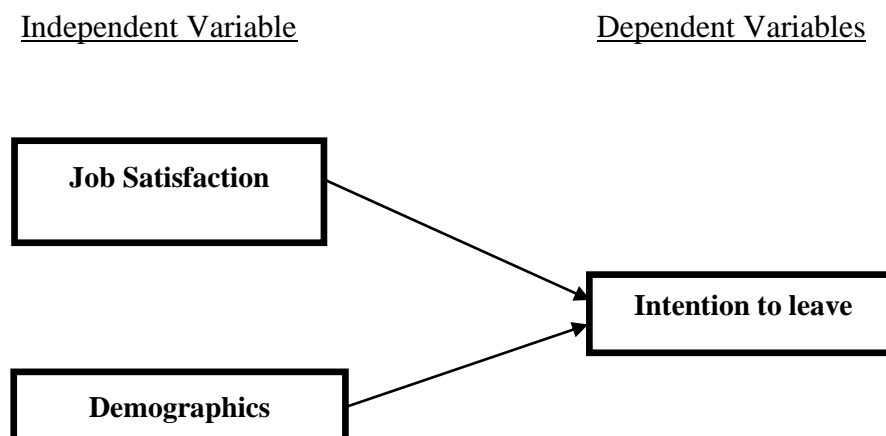
The current study was conducted to determine:

- a) the mean job satisfaction levels in 7-Eleven Malaysia employees
- b) the mean intention to turnover levels in 7-Eleven Malaysia employees
- c) The relationship between job satisfaction and intention to leave in 7-Eleven Malaysia

Furthermore, there are only a handful of studies done on the retail services field for this topic. Previous studies mainly select industrial, bank, medical and other private organizations as their sample. Thus, this study can add another literature for the purpose of retail industry's field in the future.

## 2.8 THEORETICAL FRAMEWORK

Based on literature review above, this study is to examine the relationship between job satisfaction and intention to leave. This study involved consist 3 variables which is job satisfaction, demographics factors and intention to leave. The independent variable were job satisfaction and demographics factor while dependent variables in this study was intention to leave which depict by the below frame.



**Figure 2.8**  
*Framework of the study*

The demographics or respondent profile such as gender, ages group, marital status, job tenures and salary group.

## **2.9 HYPOTHESIS**

Based on literature review and theoretical framework developed above, the hypothesis was develop for this study as following:-

### **2.9.1 Hypothesis 1 to 3: Gender and ages factors**

**H1.** There is no difference perception on intention to leave between male and female employees.

**H2.** There is no difference perception on job satisfaction among different group ages.

**H3.** There is no difference perception on intention to leave among different group ages.

### **2.9.2 Hypothesis 5: Job satisfaction and intention to leave**

**H.4** There is moderate positive relationship between level job satisfaction and intention to leave among employees.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 INTRODUCTION**

Chapter three describes the methodology used in this study. The description includes the research design, sample, and data collection procedures. This chapter also describes and discusses the instruments used to measure the variables. The limitations of the study also discussed.

#### **3.2 RESEARCH DESIGN**

This study applies the quantitative method by using survey to gather the data. Quantitative data is most often collected in the form of a questionnaire or survey. The research process typically involves the development of questions as well as scales that are used to measure feelings, satisfaction, intention to leave and other important factors on a numerical level.

#### **3.3 VARIABLES**

In this study, there are three (3) variables that have been identified which is job satisfaction, demographics factors and intention to leave. The independent variables were job satisfaction and demographics factor while dependent variable in this study was intention to leave. These variables have been studied by several researchers for instance Tai (2004), Judge and Bonom (2001), Carlson (2000) and Mathieu (1997).



Researcher will examine whether these variables will influence the intention to leaves or not.

### **3.4 STUDY POPULATION AND SAMPLING**

This study was conducted within the populations of 7-Eleven Malaysia Operation department non-executive employees. 7-Eleven Malaysia has approximately 4200 full-time employees at the moment. The choice of involving the Operation department only was mainly due to its mediocre population size and the issues of high turnover.

The population of this study is 4200 employees, sample size is determined by using Krejcie and Morgan's (1970) table. The table suggested that, if the population reaches 4,000 the sample size must be 351. Since the population of this study is big, the researchers decided to use 200 samples in order to minimize sampling error. However, the number of questionnaires distributed was N=500. The reason for chasing higher N value is to improve the probability of return from the distributed questionnaires. The distribution is done by using simple random sampling method.

### **3.5 RESEARCH INSTRUMENTS**

A survey questionnaire was used to collect data for this study comprised of two main sections. The core questions were primarily on employees' job satisfaction and intention to leave. It was originally presented in English and later the Bahasa Malaysia version was made to easier for those who are not proficient in English. These questionnaires are included in the appendix. The questionnaire was made into

a booklet with dimension of an A4 size paper. The booklet contained four pages questions.

The first section which section A contains personal and demographic characteristics of the employee. The characteristic consist of gender, age, academic qualification, position in the organization, monthly salary and working tenure.

The section B contains Work Satisfaction Scale developed by Hinshaw & Atwood (1984), was chosen as a measurement to measure the job satisfaction level in this study. This measurement is believed to be much more appropriate to be used since it measured five dimensions or subscales of one's work satisfaction – pay or rewards, status, interaction and cohesion, administration and task requirement.

For the purpose of measured the respondents intention to leave, at section C the instrument developed by Hinshaw & Atwood (1984), called Anticipated Turnover Scale used. This measurement is believed to be much more appropriate to be used to establish the strength internal, external factors on turnover opportunity and turnover intention and the questions establish since it has been used by various researchers such are Harriet Davidson PHD (1997) to measured job satisfaction and turnover intention among hospital based nurses and Chan Chee Lin (2007) to measured turnover intention in Leisure industry.

These items were rated on a five–point Likert type scales ranging from ‘1’ “strongly disagree” to ‘5’ “strongly agree.” The items of respective factors of job satisfaction are computed as average summated score for the data analysis purpose

### **3.6 DATA COLLECTION METHOD**

A total of 500 questionnaires were administered to all 7Eleven Operation department employees and each respondent was briefed on the purpose of the study if necessary. Respondents were assured confidentiality of the data and were requested to respond to each item based on their own perception. A total of 231 questionnaires were collected with response rate was 47%.

The process of distributing and retrieving questionnaires’ was carried out in such a way that it did not disturb the normal operation of the organization. The survey questionnaires were distributed to Operation department through Human Resources department. The questionnaires were later distributed to the targeted staffs. They were given two weeks to complete the questionnaires. They were instructed to put the completed questionnaires in the given envelope insert the envelope in a locked plastic box placed in the department Head Office. All the boxes were sent back to Human Resource Executive. In such a way, the response rate was ensured while the confidentiality of their response was achieved.

### **3.7 STATISTICAL ANALYSIS**

Data was entered into the Statistical program for social science – PC (SPSS-PC). The following statistics and statistical procedure were used in analysing data.

The descriptive and frequency analyses were performed to provide respondents background information such as gender, age, academic qualifications, monthly salary and working tenure.

The T-test was used to test the differences between gender with mean job satisfaction and mean intention to leave

The ANOVA test was carried out to examine the differences between respondent's age with job satisfaction and intention to leave.

Lastly, correlations test is carried out to examine the significant and level of relationship between job satisfaction and intention to leave.

All these data was generated through the Statistical Package for the Social Sciences (SPSS) version 16 to gain the descriptive and inferential statistical results.

## **CHAPTER FOUR**

### **RESULT**

#### **4.1 INTRODUCTION**

This chapter shall provide the finding analysis for this study from questionnaire distributed and collected from the 7-Eleven employees (respondents). Data analysis will determine, measured and analysis in certain section such as factors of demographic, job satisfaction, and the intention to leave that based on questionnaires collected and further analysis. This chapter also briefly test the hypothesis, correlations and analysis it.

#### **4.2 RESPONSE RATE**

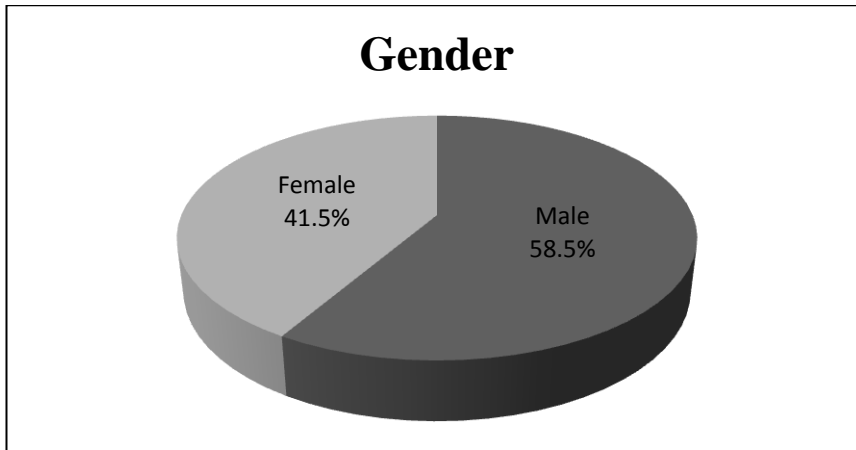
Initially there are 500 questionnaires had been distributed to the sample identified in 7-Eleven among Operations employees. However, after the final collection, only 231 (47%) completed responses were obtained setting the responses rate at only 200 (40%) respondents data answered used to analysis in this research.

#### **4.3 DESCRIPTIVE FINDINGS**

Descriptive test will measured for factors such as gender, age, job position, qualification, salary, job tenures, and related factor correlated with job satisfaction and intention to leave.

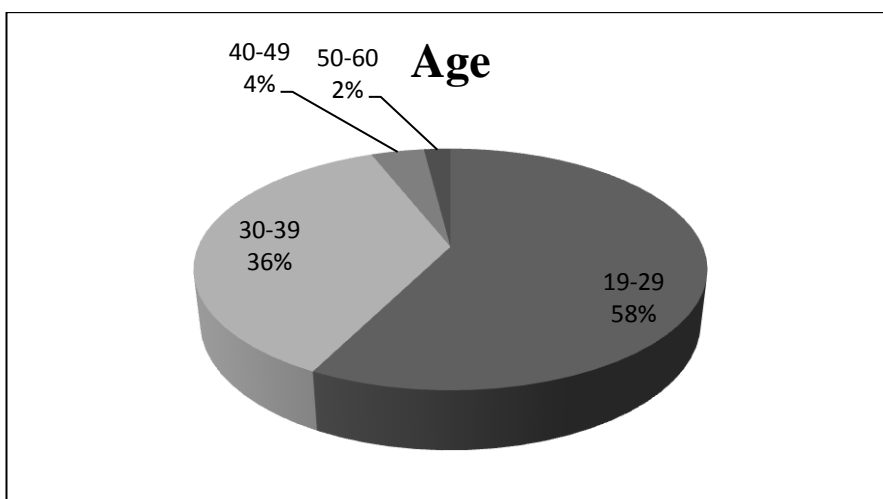
### 4.3.1 Respondents Profile.

Figure 4.1 to 4.6 are detailed for respondents profile and characteristic were analysis using the statistical descriptive frequency SPSS version 16.



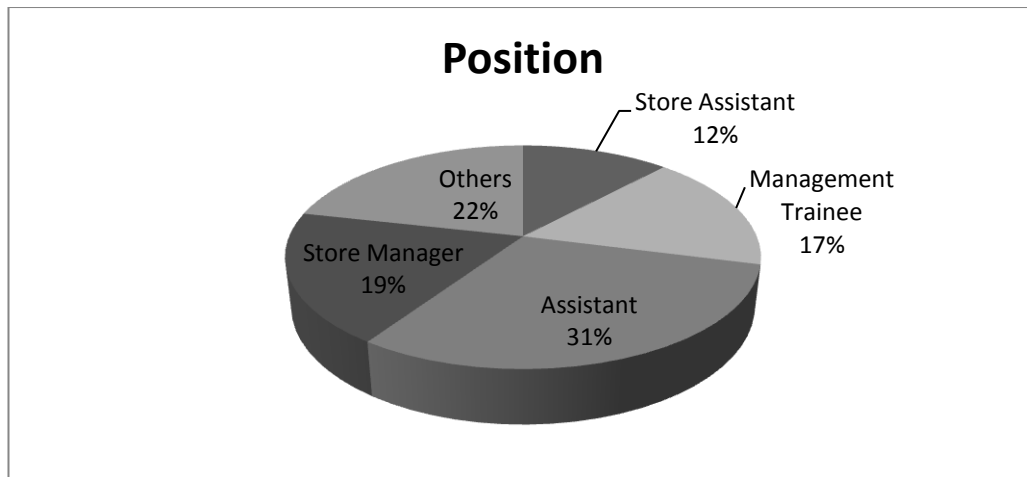
**Figure 4.1**  
*Gender profile of respondents*

Male respondents has the higher participants in this study which involved 58.5% and female were only consisted of 41.5% based on Figure 4.1.



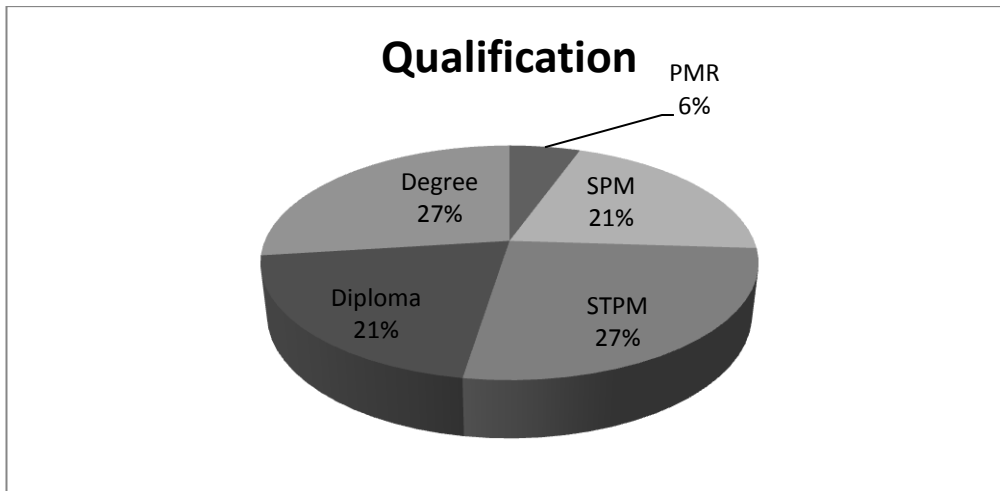
**Figure 4.2**  
*Age's profile of respondents*

The highest participants in this study are in age range between 19 years to 29 years which involved 57% and second highest participants is in age range between 30 years to 39 which involved 37% balance respondent from age in range between 40 years to 49 years which involved 4% and age range between 50 years to 60 years is involved 2%, based on figure 4.2



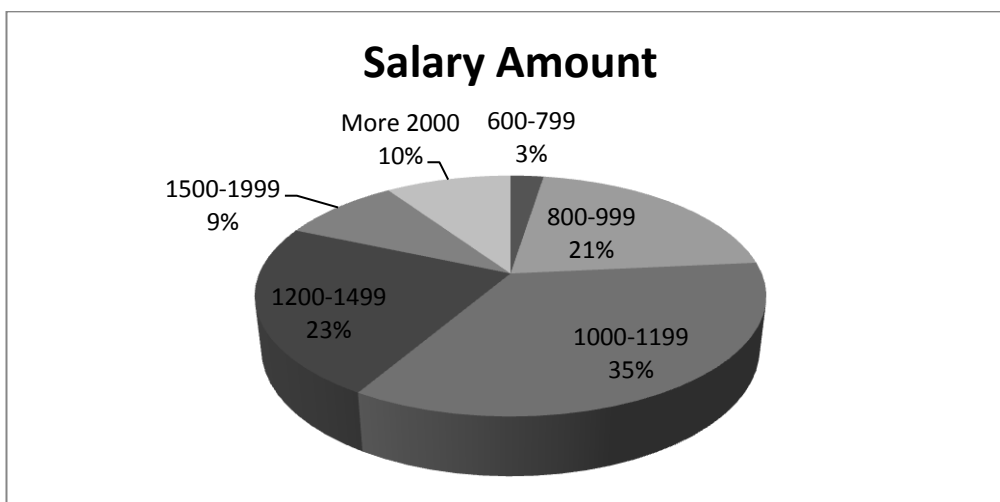
**Figure 4.3**  
*Job titles / categories respondents*

The highest respondent for this study are from position Assistant Store which involved 31%, second large respondents are from other category which consists of management staff and technical staff such as Managers, Executives, Supervisors and Clericals. Balance respondents is Store Manager which involved 19% and Management Trainee which involved 17% is and finally Assistant involved is 12%, based on figure 4.3.



**Figure 4.4**  
*Level of qualifications for respondents*

The highest respondent is from academic group who had completed tertiary educations and completed *Sijil Tinggi Pelajaran Malaysia* (STPM) which both involved 27%. Balance respondent from qualifications diploma and *Sijil Pelajaran Malaysia* (SMP) which both involved 21% and balance 6% respondent is from qualification *Penilaian Menengah Rendah* (PMR), based on figure 4.4

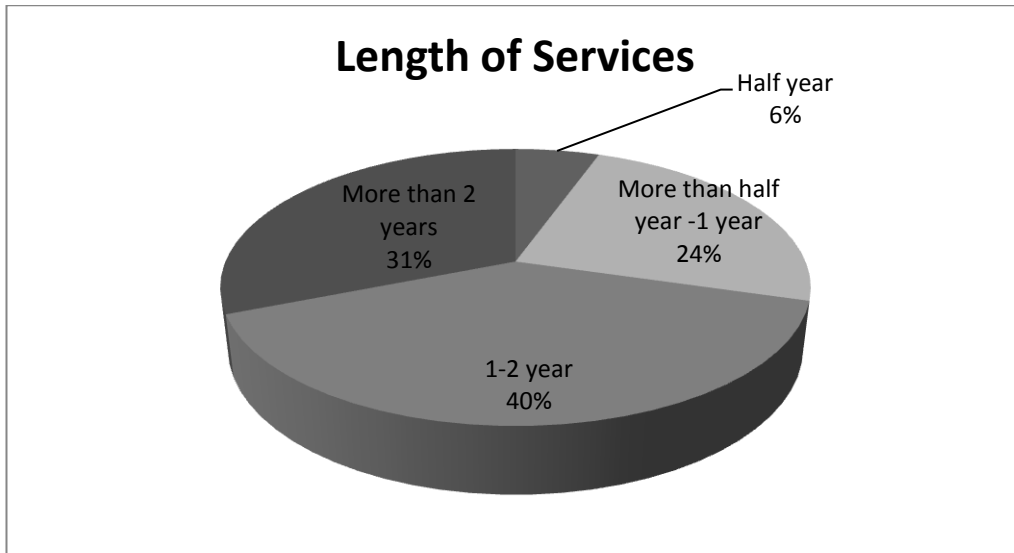


**Figure 4.5**  
*Respondent Monthly salary*

A largest respondent is from salary group range of RM1000 to RM1199 which involved 35% participant and second largest respondent is from salary range



RM1200 to RM1499 which involved 23 %, than, salary range RM800 to RM999 involved 21% respondent, salary range more than RM2000 involved 10% respondent, salary range RM1500 to RM1999 involved 9% and balance 3% respondent from salary range RM600 to RM799, based on figure 4.5



**Figure 4.6**  
*Working experience (job tenure) respondent in 7Eleven*

Majority of respondents from work tenure between one to two years which involved 40%. Respondents from work tenure more than two years of services involved 31%. Respondents from work tenure group more than half year involved 24%. Balance respondents from work tenure group less than half years which involved 6%, based on figure 4.6

**Table 4.1**  
*Mean job satisfaction and Intention to leave*

Items	Variables	
	Job Satisfaction	Intention to leave
Mean	3.11	3.24

The mean for intention to leave is higher in this study which involved 3.24 and mean for job satisfactions were only consisted of 3.11, based on table 4.1.

#### 4.4 RELIABILITY TEST OF QUESTIONNAIRE ITEMS

Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. Cronbach's alpha will generally increase as the intercorrelations among test items increase, and is thus known as an internal consistency estimate of reliability of test scores. Alpha treats any covariance among items as *true-score* variance, even if items covary for spurious reasons. For example, alpha can be artificially inflated by making scales which consist of superficial changes to the wording within a set of items or by analyzing speeded tests.

**Table 4.2**

*The Cronbach coefficient alpha value*

Items	Variables	Number of items	Cronbach's Alpha
Job Satisfaction	Independent	13	0.537
Intention to leave	Dependent	18	0.728
	Total	31	0.683

Table 4.2 above shown the result of Cronbach alpha for reliability test of questionnaire before recoding the negative statements in questionnaires. The result on Job Satisfaction and all items shows Cronbach's Alpha which is below  $< 0.7$ . Thus, based to task recommended if deleted three (3) items will increase to Cronbach's Alpha value.

**Table 4.3***The cronbach coefficient alpha value after deleted the three (3) items*

No Of Questionnaire	Instrument	No of Items	Cronbach's Alpha
Section B	Job Satisfaction	10	0.650
Section C	Intention to leave	18	0.728
All Section	All Item	28	0.717

Table 4.3 shows the actual results after recode the negative statements before compute the means variables in SPSS. Recoding the negative statement with rearrange the Likert scales of value 1 to 5. The result on Job Satisfaction and all items shows Cronbach's Alpha which is below  $< 0.7$ .

The internal consistency was measured by the total scores of the inter items consistency reliability and the most popular this test is Cronbach coefficient alpha (Sekaran, 1992). Whole questionnaires Cronbach alpha is above  $> 0.6$  is acceptable, result shows the overall scores are more than  $> 0.7$  thus are acceptable for future analysis.

#### **4.5 HYPHOTESIS TESTING**

Referred to the literature review and conceptual framework of job satisfaction and intention to leave as mention in the chapter two (2) had been designed, hypotheses were developed which related to the objectives of research. The purpose of hypothesis testing is for confirming the conjectured relationship between two or more elements, and it is expected to provide the solutions for the problem

encountered. As mention by Sekaran, (1992) to testing the relationships through appropriate statistical analysis, the present study is able to obtain some reliable finding in research study. The result of hypothesis testing as summary below:-

- H1.** There is no difference perception on intention to leave between male and female employees. ( T-test )
- H2.** There is no difference perception on job satisfaction among different group ages. ( ANOVA )
- H3.** There is no difference perception on intention to leave among different group ages. ( ANOVA )
- H4.** There is a strong positive relationship between perception of job satisfaction and intention to leave among employees ( Correlation )

**HYPHOTESIS 1:** Intention to leave between male and female employees

H.1 There is no difference perception on intention to leave between male and female employees

**Table 4.4**

*Gender : Total intention to leave*

**Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
MEAN INTENION TO LEAVE	Male	117	2.8276	.37915	.03505
	Female	83	2.7758	.35546	.03902

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MEAN	Equal	.453	.502	.978	198	.329	.05187	.05303	-.05271	.15644
INTENION TO LEAVE	variances assumed			.989	183.351	.324	.05187	.05245	-.05162	.15535
	Equal variances not assumed									

An independent t-test was conducted to compare intention to leave for male and female respondents. Table 4.4 shown that with male respondent (M = 2.82) and female respondent (M = 2.77) had difference perception level intention to leave. There is no significance within the gender and intention to leave. Therefore this hypothesis is accepted.

**HYPHOTESIS 2:** Job satisfaction among different group ages.

H.2. There is no difference perception on job satisfaction among different group ages.

**Table 4.5**

*Age : Total Job satisfaction.*

MEAN JOB SATISFACTION

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.668	3	.223	.762	.516
Within Groups	57.211	196	.292		
Total	57.879	199			

An Analysis of Variance (ANOVA) test was conducted to compare the job satisfaction between age categories of respondents. The result of ANOVA based on Table 4.5 shown statistically is not significant among age and job satisfaction. Therefore, this hypothesis is accepted.

**HYPHOTESIS 3 :** Intention to leave among different group ages.

H.3. There is no difference perception on intention to leave among different group ages

**Table 4.6**

*Age : Total Intention to leave.*

MEAN INTENTION TO LEAVE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.234	3	.078	.568	.637
Within Groups	26.932	196	.137		
Total	27.167	199			

An Analysis of Variance (ANOVA) test was conducted to compare the intention to leave between age categories of respondents and job satisfaction. The result of ANOVA based on Table 4.6 shown statistically is not significant among age and intention to leave. Therefore, this hypothesis is accepted.

**HYPHOTESIS 4:** Job satisfaction and intention to leave relationship

H.4 There is positive relationship between perception of job satisfaction and intention to leave among employees.

**Table 4.7**

*Correlation Bivariate for job satisfaction and intention to leave*

<b>Correlations</b>		
ITEMS	JOB SATISFACTION	INTENION TO LEAVE
JOB SATISFACTION	1	
INTENTION TO LEAVE	.418**	1
**. Correlation is significant at the 0.01 level (2-tailed).		

<b>Correlations</b>			
ITMES		JOB SATISFACTION	INTENTION TO LEAVE
Spearman's rho	JOB SATISFACTION	1	
	INTENTION TO LEAVE	.368**	1
**. Correlation is significant at the 0.01 level (2-tailed).			

As result in table 4.7 , by using the correlation bivariate the result for Pearson correlation coefficient is 0.418 and Spearman’s rho value 0.368 and  $r =$  positive, indicating that a moderate positive correlation between job satisfaction and intention to leave. As suggested by Pallant (2007), strength is determined as below range for statistical significance  $r = .10$  to  $.29$  weak,  $r = .30$  to  $.49$  Moderate and  $r = .50$  to  $1.0$ .

There was a significance moderate positive correlation between two variables,  $r = 0.368$ ,  $n = 200$ ,  $p < 0.000$ , with moderate level job satisfaction and intention to leave among employees; there is a significant, moderate positive relationship between job satisfaction and intention to leave. Therefore, this hypothesis is statistically supported and this hypothesis is accepted. Based on table 4.7

#### 4.6 SUMMARY

To recap, this study intended to examine the relationship between job satisfaction and intention to leave. Toward this end, four main hypotheses were developed and tested. Out of these four hypotheses, all were supported. Table 4.8 summarizes the results of the hypotheses testing.

Table 4.8  
*Summary of Hypotheses Testing*

No. Hypothesis	Research Hypotheses	Result
H1	There is no difference perception on intention to leave between male and female employees	Accepted
H2	There is no difference perception on job satisfaction among different group ages	Accepted
H3	There is no difference perception on intention to leave among different group ages	Accepted
H4	There is a strong positive relationship between perception of job satisfaction and intention to leave among employees	Accepted

The results of the study generally indicate that job satisfaction have a positive impact on employees' intention to leave. In the next chapter, a detailed discussion on the results is going to be offered. There, implications of the study's findings on practice and future research will be deliberated. In addition, the study's main limitations also will be highlighted.



## **CHAPTER FIVE**

### **DISCUSSION**

#### **5.1 INTRODUCTION**

This chapter will conclude the study on the job satisfaction and the relationship to intention to leave among 7-Eleven Malaysia employees. In further, recommendation will follow onwards by suggesting the solutions and more practical approaches to be used as reference in future when company introduce new policies or administration system are on the right track in promoting better working condition in 7-Eleven Malaysia.

#### **5.2 DISCUSSION OF HYPOTHESIS RESULT**

##### **5.2.1 Hypothesis 1**

The result of analysis shown that there is no significant difference with gender factor towards intention to leave at 7-Eleven. The data showed that male respondents had a higher level of intention to leave than female respondents. This finding is similar with Tsung et al. (2007), Durrishah et al. (2009) studies but is contradiction with But Wright, King, Berg, & Creecy, (1987); Kuo-Tsai, Sylvia & Brunk, (1990) ;Welsh & La Van, (1981); McNeely , (1983) explained intention leave were found significant relationships appreciably effect on gender.

### **5.2.2 Hypothesis 2**

This hypothesis it was revealed that there was a statistically no significant difference between age groups. The result is similar with Cohen and Golan (2007), the empirical examination from did not support the effect of age on absenteeism. Some of the previous studies have found that absence increases with age Beskaeftigelsesministeriet, (2003). Lokke et al. (2007) also quoted some explanations: this fact may be explained by order individuals being more susceptible than younger ones long-term disorders Beskaeftigelsesministeriet, (2003), Martocchio, (1989), another explanation may be that health tends to deteriorate with age Martocchio, (1989), besides older employees may be more vulnerable during stressful changes in their work and private lives Kivimaki et al, (1997), Martocchio, (1989).

However this result contradicts with study by Rosenblatt and Shirom (2005) found that age contributed significantly and negatively to absenteeism. Martocchio (1989) has also shown this relationship by the decrease in days of absence and frequency of absence with age. The reasons for this inverse relationship between age and absenteeism are higher job commitment in older age, self-selection into a better person organization fit, and age-related injury incidence Martocchio, (1989).

### **5.2.3 Hypothesis 3**

The result revealed that not different perception among intention to leave and ages variables. The reasons for this inverse relationship between age and absenteeism are higher job commitment in older age, self-selection into a better person organization fit, and age-related injury incidence said by Martocchio (1989). However this result

contradict with study from The Australasian Faculty of Occupational Medicine (1999) is that the decision to attend work is based on motivational factors to attend. Being older, having longer organizational employment record, organization commitment and a higher job level are positive factors.

For the young employees, their possible higher rate of absence is caused by role conflict Martocchio, (1989), being highly job mobile Wooden, (1990), and having opportunity cost of leisure Wooden, (1990). Moreover, the inverted relationship is also supported from a job satisfaction perspective

#### **5.2.4 Hypothesis 4**

As result shown that a moderate positive correlation between job satisfaction and intention to leave perception among 7-Eleven employees. Mobley, (1977) Porter and Steers, (1973) Expressed intention to leave was suggested as a cognitive intermediary between job dissatisfaction and turnover).

This study similar to Mobley (1977); Porter and Steers (1973); Price and Mueller (1986); Steers and Mowday (1981) most theoretical perspectives found that job dissatisfaction was related ( $r = -0.19$ ) to resignations, which means that dissatisfied employees (presumably, reacting to poor working conditions) more readily abandoned their present employment. On the other hand, it is logical that when the satisfaction levels are higher thus the intention to stay will be greater.

Locke (1976) in his research concluded that the correlation between job satisfaction and turnover have usually been less than 0.40 or account less than 16% of the variance in turnover Porter and Steers, (1973). Therefore, it can be concluded that the correlation between job satisfaction and turnover is moderate, which means that dissatisfied workers will be less likely to quit their jobs compared satisfied colleagues.

This study contradict with Waters, Roach & Waters, (1976); Welsh and La Van, (1981) studies were showing the significance of negative relationship between job satisfaction and turnover, there were also studies indicating that the relationship between those variables were considerably weak, thus leaving the majority of variance associated with turnover unexplained.

The low level of job satisfaction 7-Eleven will positively correlate to high impact to intention to leave the organization and vice versa. There was a strong positive correlation between Job satisfaction and intention to leave among employees. Both of these variables are interrelated with one another.

### **5.3 SUMMARY FINDING**

The majority of 7-Eleven employees have high intention to leave – the reasons for this may be due to: (a) 7-Eleven employees beliefs that they are underpaid; (b) career advancement or their future with the company is limited; (c) the employees will get better offer from the recovering labor market nowadays; and (d) their dissatisfaction with the way things are managed in 7-Eleven. Normally higher job satisfaction will

reduce the intention to leave but in 7-Eleven it is quite unusual, where the intention to leave is very high. The employees probably think that 7-Eleven is good but other organization may be better and that they have brighter future elsewhere.

There is significant different between gender with both job satisfaction and intention to turnover - the results were supporting the hypotheses, As stated earlier, mean job satisfaction and mean intention to leave was multidimensional and not governed by one or two variables at one instance.

There are no differences in job satisfaction and intention to turnover in related to age. Therefore, age has no much appreciable effect on the employee's job satisfaction and intention to leave.

There is a positive relationship between job satisfaction and intention to leave – as hypothesized earlier, job satisfaction and intention to leave was known to have positive relationship. In other words, a more worker more likely leaves the organization. These results support most of the previous findings by social scientists, and other researchers.

To sum up, this study answered all research questions which (a) are there differences between male and female on their intention to leave the organization, the answer is based on survey result there is no significance; (b) are there differences between age group on their job satisfaction and their intention to leave the organization, the answer is based in survey result there is no significance; (c) are there any relationships between employees' job satisfaction and their intentions to leave the

organization and the answer is job satisfaction have a positive relationship with employees' intention to leave.

#### **5.4 RECOMMENDATION**

The following recommendations are made based on the conclusions of the study;

The level job satisfaction in 7-Eleven can be improved if the management put some effort in reviewing and revising its policies thoroughly. A clearer and better policy should be planned and implemented in order to improve its rating. Information on policy changes or modifications needs to be disseminated properly to avoid conflict between the employer and employees.

As for job advancement opportunity, 7-Eleven needs to draft a new promotional plan for the entire organization. The current promotional plan opportunity is not dynamic and it is almost impossible to get positional promotion within a period of 2-3 years.

The others aspects of job satisfaction such as job activity, ability utilization, job creativity, job variety and job responsibilities can be further increased if the immediate superiors or head of departments can practice participatory goal setting and job planning. When the subordinates are involved in the initial goal setting and planning stage, problem such as conflict of interest, role ambiguity and communication breakdown can be avoided. Furthermore, it can enhance teamwork, commitment and support from the subordinates and thus lead to satisfaction and intention to stay.

7-Eleven's effort in sending its employees to motivational talks and seminars is a positive and clever move. Although we might not expect a total change or transform from the employees, all added minor changes are enough to make a big impact on the organization. The management in 7-Eleven should encourage more such training to its employees in the future.

Job recognition and compensation are 'rewards' for the efforts and performance put in by employees. 7-Eleven should utilize these items to motivate its employees. Annual salary increment in 7-Eleven does not carry any significant meaning between the best and worst employees (the range of salary increment is set between 4-10%), in other words, the salary increment between the best and worst employees may differ by the most RM400. Furthermore, without considering employees performance, all employees will be granted a fixed year – end bonus of one month. A top performer may get lesser money than a poor performance that has better pay with this system. According to the personnel executive, majority of the employees is not satisfied with this practice and this has demotivated them. Hence, 7-Eleven should make some changes on this policy and avoid repeating the same error.

## **5.5 LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH**

There were several limitations to the current study and this may indirectly affect the quality and accuracy of this study. As this study depended solely on data source from the questionnaire, the quality and accuracy very much depended on the truthfulness and cooperation's that was rendered by the respondents. Some respondents may misinterpret the meaning of the questions, hence providing a different kind of feedback or answer.

The use of intention to leave rather than the actual turnover behaviour was used in the study. It might be very accurate in determining the effect of job satisfaction to turnover because the intention is only a good predictor and does not necessarily guarantee the behaviour. The study was only executed in 7-Eleven Malaysia and the findings cannot be generalized to a national level.

This study focused mainly on the job satisfaction and intention to turnover and their relationships; however, job performance and work quality were not mentioned. In order to become a reputable retail services, good job performance and high work quality were not mentioned this variable have high relationship with gender and age factors. In order to become a reputable retail services, good job performance and high work quality are essential. Future studies may look into the relationships between job satisfaction with job performance and work quality.

Besides that, the effect of life satisfaction on job satisfaction also can be studied among 7-Eleven employees. It was known that life satisfaction will affect job satisfaction; a study on contribution of life satisfaction on satisfaction can be carried out among 7-Eleven employees.



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APPENDIX A  
Questionnaire

## **Appendix: A**

Survey: Relationship Between Job Satisfaction and Intention to leave among 7-Eleven Malaysia Employees.

Dear Colleagues,

Voluntary turnover is a very challenging issue for almost every company in today's business. I am conducting a research study focusing on the determinants the causes of high voluntary turnover among Operations department people in this organization. This study expected to provide a better understanding of the causes of high turnover and the relationship of Human Resource department. The purpose of this research study is to complete the requirements of my master's degree and not as a representative of 7-Eleven Malaysia Sdn. Bhd.

Your participant in this survey will be highly encouraged in order to provide greater understanding of the organisational factors that contribute to employees' job satisfaction. Please recognize that this questionnaire guarantees your complete anonymity and will be handled with the strictest of confidentiality. For this study to be successful, it is imperative that you answer all questions as honestly as possible.

Please answer the entire survey question completely as uncompleted survey cannot be used. The time expected to complete this survey is approximately 15 minutes. Once completed the survey please send it back to me either in hardcopy form or in softcopy form before 29 February 2012.

If you have any questions regarding this survey, please feel free to contact me at (6012) 6506564 or via email [arul318@yahoo.com](mailto:arul318@yahoo.com). Thank you for taking your time to complete this survey.

Sincerely,

Arul Balasundram

This Section contains questions that will ask your personal information. For each question, indicate by means of a check  the most appropriate answer. Each question should only have ONE answer. Your responses are strictly confidential. / Bahagian ini mengandungi soalan-soalan mengenai maklumat peribadi anda. Untuk setiap soalan, minta letak  pada jawapan yang paling baik. Setiap soalan hanya perlu ada SATU jawapan. Respons anda adalah sulit.

## Section A : PERSONAL INFORMATION / MAKLUMAT PERIBADI

### 1. Gender / Jantina

- Male / Lelaki  Female / Perempuan

### 2. Your age bracket / Golongan umur anda

- 19-29  30-39  40-49  50-60

### 3. Marital status / Status Perkahwinan

- Single / Bujang  Married / Berkahwin

### 4. Your highest education qualification / Kelayakan pendidikan anda yang paling tinggi

- Lulusan PMR  SPM  STPM  Diploma  Sarjana Muda

### 5. Your position in your organization / Jawatan yang anda pegang dalam organisasi

- Store Assistant  Management Trainee  Assistant Store Manager  Store Manager
- other \_\_\_\_\_

### 6. Your Work experience in this organization / Pengalaman kerja di dalam organisasi ini

- Half year / Setengah tahun  1 year / 1 tahun  1-2 / 1-2 tahun
- More than 2 years / lebih dari 2 tahun

### 7. Your salary group / Golongan gaji anda

- 600 - 799  800 - 999  1000 - 1199  1200 - 1499
- 1500 - 1999  More than 2000



## Section B : Job Satisfaction Survey / Kajian Keuasan Kerja

This section contains questions that will be used to measure your job satisfaction and intention to leave. For each question, please put the most appropriate response answer for you on the side of each items using below scale. Each question should only have ONE answer. Your responses are strictly confidential / *Bahagian ini mengandungi soalan-soalan yang akan digunakan untuk mengukur keuasan kerja dan niat untuk berhenti kerja anda Bagi setiap soalan, sila meletakkan jawapan yang paling sesuai dengan menggunakan skala di bawah skala. Respons anda adalah sulit. Untuk setiap soalan, minta letak pada jawapan yang paling baik. Setiap soalan hanya perlu ada SATU jawapan. Respons anda adalah sulit.*

Strongly Disagree / Sangat Tidak Bersetuju 1	Moderately Disagree/ Sederhana Tidak Bersetuju 2	Uncertain/ Tidak Pasti 3	Agree/ Setuju 4	Strongly Agree / Sangat Setuju 5
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1	<p><b>I feel I am being paid a fair amount for the work I do</b></p> <p>Saya rasa saya telah dibayar jumlah gaji yang saksama untuk kerja yang saya lakukan</p>	1	2	3	4	5
2	<p><b>This is really so little chance for promotion on my job</b></p> <p>Peluang yang begitu sedikit untuk naikkan pangkat.</p>	1	2	3	4	5
3	<p><b>My supervisor is not fair in doing his/her job</b></p> <p>Penyelia saya agak berat sebelah dalam melakukan pekerjaan</p>	1	2	3	4	5
4	<p><b>I am not satisfied with the benefits I receive</b></p> <p>Saya tidak berpuas hati dengan kemudahan kerja yang saya terima</p>	1	2	3	4	5
5	<p><b>When I do a good job, I receive the recognition for it that I should receive</b></p> <p>Apabila saya melakukan tugas dengan baik saya menerima pengiktirafan yang saya perlu menerima.</p>	1	2	3	4	5
6	<p><b>Many of our rules and procedures make doing a good, job difficult</b></p> <p>Banyak peraturan dan prosedur baik tetapi sukar berkerja.</p>	1	2	3	4	5
7	<p><b>I like the people I work with</b></p> <p>Saya suka orang yang saya bekerja dengan</p>	1	2	3	4	5
8	<p><b>I sometimes feel my job is meaningless</b></p> <p>Kadang-kadang saya merasa kerja saya tidak bermakna</p>	1	2	3	4	5

9	<b>Communication seems good within this organization</b> Komunikasi nampaknya baik dalam organisasi ini	1	2	3	4	5
10	<b>Raises are too few and far between</b> Kenaikan gaji adalah terlalu sedikit dan jauh di antara	1	2	3	4	5
11	<b>Those who do well on the job stand a fair chance of being promoted</b> Orang yang buat kerja baik yang di tempat kerja berpeluang dinaikkan pangkat.	1	2	3	4	5
12	<b>My supervisor is unfair to me</b> Penyelia saya adalah tidak adil kepada saya	1	2	3	4	5
13	<b>The benefits that we receive are as good as most other</b> Kemudahan kerja yang kami terima adalah yang baik seperti organisasi lain.	1	2	3	4	5

Section C: Turnover Opportunity / Peluang Bertukar kerja

1	<b>If I quit my current employer, the chances that I would be able to find another employer are high.</b> Jika saya berhenti dari majikan saya sekarang, peluang untuk saya mendapatkan majikan lain adalah tinggi	1	2	3	4	5
2	<b>If I have to leave this organization, I would have another organization to work within a month</b> Jika saya terpaksa meninggalkan organisasi ini, saya akan dapat bekerja dengan organisasi lain dalam masa 6 bulan	1	2	3	4	5
3	<b>There is no doubt in my mind that I can find other employer that is at least as good as the one I have now</b> Tiada rasa sangsi di minda saya bahawa saya boleh mendapatkan majikan lain yang sekurang-kurangnya sebaik majikan saya sekarang	1	2	3	4	5
4	<b>Given my age, education and the general economic condition, the chance of attaining a suitable position in some other organization is slim</b> Kerana umur saya, pendidikan dan keadaan umum ekonomi, peluang untuk mendapatkan jawatan yang sesuai di organisasi lain adalah tipis	1	2	3	4	5
5	<b>The chance to get similar job at other organization is high</b> Peluang untuk mendapat kerja yang sama di organisasi lain adalah tinggi	1	2	3	4	5

<b>6</b>	<b>It would be easy to find alternative employer</b> Adalah mudah untuk mencari majikan alternatif	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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Section D: Turnover Intention / Niat Untuk berhenti kerja

<b>1</b>	<b>I plan to stay in my organization a while</b> Saya merancang untuk kekal dalam organisasi saya untuk seketika	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>2</b>	<b>I am quite sure I will leave my organization in the foreseeable future</b> Saya agak pasti yang saya akan meninggalkan organisasi saya dalam masa yang terdekat	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>3</b>	<b>Deciding to stay or leave my present organization is not a critical issue for me at this point in time</b> Memutuskan sama ada untuk kekal atau meninggalkan organisasi saya sekarang bukanlah satu isu yang kritikal buat saya pada ketika ini	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>4</b>	<b>I know whether or not I'll be leaving this organization within a short time</b> Saya tidak pasti sama ada akan meninggalkan organisasi ini dalam masa yang terdekat	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>5</b>	<b>If I got another job offer tomorrow from other organization, I would give it a serious consideration</b> Sekiranya esok saya dapat tawaran kerja dari organisasi lain, saya akan memberi pertimbangan yang serius	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>6</b>	<b>I have no intention of leaving my present organization</b> Saya tidak berhasrat untuk meninggalkan organisasi saya sekarang	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>7</b>	<b>I have been in my organization about as long as I want to</b> Saya telah berada dalam organisasi saya selama saya kehendaki	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>8</b>	<b>I am certain I will be staying here a while</b> Saya pasti saya akan kekal di sini untuk seketika	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>9</b>	<b>I dont have any specifc idea how much longer I will stay</b> Saya tidak tahu secara khususnya berapa lama saya akan kekal di sini	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>10</b>	<b>I plan to hang on to this organization a while</b> Saya bercadang untuk kekal dengan organisasi in seketika	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>11</b>	<b>There are big doubts in my mind as to whether or not I will really stay in this organization</b> Ada keraguan yang tinggi di minda saya sama ada saya akan benar-benar kekal dalam organisasi ini atau tidak	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>12</b>	<b>I plan to leave this organization shortly</b> Saya merancang untuk meninggalkan organisasi ini tidak lama lagi	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>