

THE IMPACT OF JOB SATISFACTION ON  
TURNOVER INTENTION  
AMONG EXECUTIVES  
IN KUALA LUMPUR

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UNIVERSITI UTARA MALAYSIA  
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## ABSTRAK

Tujuan kertas projek ini adalah untuk mengkaji kesan kepuasan kerja pada niat untuk berhenti di kalangan eksekutif di Kuala Lumpur. Kajian ini bertujuan untuk mengenal pasti kesan dimensi yang paling tinggi di antara kesemua dimensi kepuasan kerja pada niat untuk berhenti. Ia juga mengawasi perbezaan yang signifikan antara ciri-ciri demografi yang dikaji dengan niat untuk berhenti.

Indeks Kerja Deskriptif (JDI) yang dibangunkan oleh Smith, Kendall dan Hulin pada tahun 1969 telah digunakan untuk mengukur kepuasan kerja dan niat perolehan berkaitan. Penyelidikan ini dilakukan melalui kaji selidik yang termasuk 20 soalan pada setiap dimensi kepuasan kerja dan niat perolehan serta ciri-ciri demografi mereka. Data telah dianalisis dengan menggunakan program SPSS versi 17.0.

Peserta dalam kertas projek termasuk pekerja yang bekerja sebagai eksekutif di Kuala Lumpur. Pekerja-pekerja adalah terletak di ibu Negara Malaysia dan datang dari pelbagai bidang fungsi, saiz, dan tahap akademik.

Hasil kajian menunjukkan bahawa terdapat hubungan antara dimensi kepuasan kerja dan niat untuk berhenti. Pengawasan, kenaikan pangkat dan rakan sekerja yang dikatakan mempunyai sumbangan penting kepada niat untuk meninggalkan kerja oleh eksekutif di Kuala Lumpur. Kepuasan penyeliaan adalah faktor dominan dan memberi kesan terhadap niat untuk berhenti tertinggi di kalangan eksekutif di Kuala Lumpur. Kajian yang dilakukan juga mendapati bahawa umur dan bilangan tahun bekerja mempunyai perbezaan yang signifikan dengan niat untuk berhenti.

## ABSTRACT

The purpose of this project paper was to study the impact of job satisfaction on turnover intentions among executives in Kuala Lumpur. This study is aimed to identify the most high impact dimension of job satisfactions dimension on turnover intentions. it also oversees the significant differences between studied demographic characteristics with turnover intentions.

Job Descriptive Index (JDI) developed by Smith, Kendall and Hulin in 1969 was used to measure job satisfaction and turnover intentions connection. The research is done via survey which inclusive of 20 questions on each of the dimensions of job satisfaction and turnover intentions as well as their demographic characteristics. The data was analyzed by using the SPSS version 17.0.

Participants in the project paper included employees who worked as executives in Kuala Lumpur. These employees were located in the heart of Malaysia and were coming from various areas of functions, size, and academic levels.

The findings indicate that there is a relationship between job satisfaction dimensions and turnover intentions. To add, supervision, promotion and co-workers are said to have significant contribution to the intention to leave by Kuala Lumpur's executives. Supervision satisfaction turns to be the dominant factor and has the highest impact on turnover intentions among executives in Kuala Lumpur. It was found as well in the study that age and number of working years have significant differences with turnover intentions.

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## **LIST OF ABBREVIATIONS**

This is to note that there is no abbreviation used in the report.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

Job satisfaction has been a widely studied variable in determining turnover intention. It is certainly a highly important variable in organizational studies (Kinicki, Schreisheim, McKee-Ryan & Carson, 2002). In fact, most of the studies have been fragmented in identifying an effective mix of practices that could improve the commitment, satisfaction and intention to stay in the organization (Chew & Chan, 2008). Job satisfaction is a factor that in the long run will be able to encourage employees to work (Mudor & Tooksoon, 2011). This is the reason why Mudor and Tooksoon stresses that high attention is to be given to employees' job satisfaction as firms will encounter with cost of recruitment as employees leave the organization and these organizations need to replace them to get the job done.

Malaysia, one of the most leading countries in South East Asia has multiple races living in harmony under democratic government. It comprises of thirteen states and three federal territories separated in two lands named Peninsular Malaysia and Malaysia Borneo. With a total population of 28.9 million people, it has certainly developed rapidly compared to the day it got its independence. From the total

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