

**TURNOVER INTENTION: AN EXAMINATION OF JOB
CHARACTERISTICS AND TRANSACTIONAL
LEADERSHIP STYLE AMONG OPERATORS IN
ELECTRICAL AND ELECTRONICS SUB-SECTOR**

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CHARACTERISTICS AND TRANSACTIONAL LEADERSHIP STYLE
AMONG OPERATORS IN ELECTRICAL AND ELECTRONICS
SUB-SECTOR**

By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
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ABSTRACT

Job turnover is traditionally faced by organizations in many industries. Implications such as resources wastage and low productivity can be derived from turnover issue. Turnover intention is found as best predictor for actual turnover in previous studies. Consequently, this demands some insights on turnover intention subject in Malaysia context. This study investigated factors that may predict operator's turnover intention towards their current manufacturing companies. In this respect, the objective of the study was to determine the significance relationship of job characteristics and transactional leadership styles on turnover intention among manufacturing employees particularly in electrical and electronics sub-sector. The study was conducted amongst the operators of manufacturing industry in Peninsular Malaysia (N=800). Considering that Malaysia manufacturing industry has shown a strong economic growth through large investment in economic activities, it is important for all manufacturing companies to retain talented employees and reduce turnover problem in order to be more productive and competitive. The findings resulted in acceptance of the study hypothesis formulated. Dimensions of job characteristics (i.e. skill variety, task identity and feedback) and transactional leadership styles (i.e. contingent rewards, management-by-exception passive) significantly correlated and contributed to the turnover intention. Based on the research findings, theoretical and practical implications are discussed. Limitation and suggestion for future research are also highlighted. Hence, with limited literature on the subject of job characteristics, transactional leadership style and turnover intention in Malaysia manufacturing sector, the findings have, to some extent, contributed to the understanding of the concept and further enhance the knowledge of these subjects especially in Malaysian context.

Keywords: Turnover intention, Job characteristics, Transactional leadership style, Manufacturing industry.

ABSTRAK

Pusing ganti kerja secara tradisinya dialami oleh organisasi dalam pelbagai industri. Implikasi seperti pembaziran sumber dan produktiviti rendah boleh terhasil melalui masalah pusing ganti kerja. Berdasarkan kajian lepas, niat pusing ganti merupakan peramal yang terbaik bagi pusing ganti kerja sebenar. Oleh yang demikian, ianya memerlukan satu penilitian terhadap subjek niat pusing ganti pekerja dalam konteks Malaysia. Kajian ini menyelidik faktor-faktor yang mungkin dapat meramal niat pusing ganti di kalangan pekerja operator terhadap syarikat pembuatannya. Dalam hal ini, objektif kajian adalah untuk menentukan hubungan signifikan bagi faktor ciri-ciri kerja dan faktor gaya kepimpinan transaksional terhadap faktor niat pusing ganti di kalangan pekerja kilang khususnya di sub-sektor elektrik dan elektronik. Kajian ini dijalankan ke atas operator di industri pembuatan di Semenanjung Malaysia (N=800). Memandangkan industri pembuatan di Malaysia telah menunjukkan pertumbuhan ekonomi yang kukuh melalui pelaburan yang besar dalam aktiviti ekonomi, ia adalah penting bagi semua syarikat pembuatan untuk mengekalkan pekerja yang berbakat dan mengurangkan masalah pusing ganti untuk menjadi lebih produktif dan berdaya saing. Penemuan kajian mendapati bahawa hipotesis yang dirumuskan telah diterima. Dimensi bagi ciri-ciri kerja (kepelbagaiannya kemahiran, identiti tugas dan maklumbalas kerja) dan gaya kepimpinan transaksional (ganjaran kontingen, pengurusan-melalui-pengecualian pasif) mempunyai hubungan yang signifikan dan menyumbang kepada niat pusing ganti kerja. Berdasarkan penemuan penyelidikan ini, implikasi teori dan praktikal telah dibincangkan. Limitasi dan cadangan untuk penyelidikan akan datang juga dinyatakan. Oleh itu, dengan karya yang terhad terhadap subjek ciri-ciri kerja, gaya kepimpinan transaksional dan niat pusing ganti dalam industri pembuatan Malaysia, penemuan kajian ini dapat sedikit sebanyak menyumbang kepada pemahaman konsep dan mempertingkatkan lagi pengetahuan terhadap subjek ini khususnya dalam konteks Malaysia.

Kata kunci: Niat pusing ganti, Ciri-ciri kerja, Gaya kepimpinan transaksional, Industri pembuatan.

DEDICATION

To my beloved parents

Md. Nor Bin Hj. Yaakob

Raja Meriam Binti Raja Ismail

To my lovely sisters

Nik Norhazwani Binti Md Nor

Nik Noridawati Binti Md Nor

Nik Norsyahira Binti Md Nor

Nik Norsuhaila Binti Md Nor

To my precious nephew

Nik Rayyan Zaffran Bin Azrul Amin

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter describes a brief background of research that discusses the turnover issues in Malaysian context. It helps readers to capture the idea and inspiration for current research regarding turnover and turnover intention phenomenon among manufacturing operators in Malaysia. Additionally, chapter one discovers the problem statement, research questions, research objectives, and significance of the study along with justification in scope of study. Definition of key terms and organization of the thesis will also be provided at the end of the chapter.

1.2 Background of the Study

In human resources subject, high turnover rate is a main key issue that often highlighted (Foreman, 2009). As noted by Govaerts, Kyndt, Dochy and Baert (2011), most companies nowadays give lots of effort to gain talented employees and retain them in the organization at the same time. Reduction in turnover means the reduction of total loss cost for organizations resources. Mobley (1982) describes employee turnover as “the cessation of membership in an organization by an individual who received monetary compensation from the organization” (p.10).

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