

**A STUDY ON EMPLOYEE'S TURNOVER INTENTION IN  
BANKING INDUSTRY**

**By**

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## **ABSTRACT**

This purpose of this study is to identify factors contributing towards turnover intention among the bank employee especially CIMB Bank branches. The turnover intention can be measured in the aspect of job stress, working environment, and compensation salary and career growth. The survey method was used to collect primary data through the use of questionnaire to the bank employees attached at CIMB branches in Klang valley. Around 120 questionnaires were distributed and 100 questionnaires were successfully collected from the respondents. All the data was gathered from the respondents were analyzed using Statistical Package for Social Science 16.0 versions and using the descriptive and inferential statistics. There are two types of data analysis techniques adapted at this research which is descriptive analysis and inferential analysis techniques. Descriptive analysis technique is used to identify the background of respondents in the aspect of age, gender, marital status, years of experience, current position, race and qualification. However inferential analysis is used to determine the correlation relationship between independent variables such as working environment, job stress, and compensation salary and career growth with dependent variable which is turnover intention of CIMB employees in Klang valley branches. The result of the study shows that there is a moderate correlation between working environment factor with bank employees turnover intention compared to other variables such as job stress, compensation salary and career growth. This study has played an important role to identify variables or factors contributing towards employees' turnover intention in CIMB branches in Klang valley and also identified few steps to reduce the problem of turnover intention.

**Keywords:** Turnover Intention, Career Growth, Compensation, Job Stress and Environment.

## ABSTRAK

*Kajian ini adalah bertujuan untuk mengenal pasti hubungan antara faktor-faktor yang menyumbang kepada niat perolehan kerja dalam kalangan pekerja CIMB bank di cawangan lembah Klang. Niat perolehan kerja dalam kalangan pekerja staff telah diukur dengan menggunakan faktor seperti tekanan kerja, persekitaran kerja, pampasan dan pertumbuhan kerjaya. Dengan itu, kaedah tinjauan telah digunakan untuk mengumpul data utama melalui soal selidik kepada pegawai-pegawai bank di seluruh cawangan di lembah klang. Sebanyak 120 soalselidik telah diedarkan dan hanya 100 borang telah berjaya dipungut kembali. Data yang diperolehi daripada responden telah dianalisis dengan menggunakan program Statistical Package for Social Science (SPSS) versi 16.0. Antara kaedah analisis yang digunakan adalah teknik analisis diskriptif dan inferensi. Teknik analisis dikriptif telah digunakan untuk mengenal pasti latar belakang respondent dari segi gender, umur, status perkahwinan, pengalaman, jawatan yang disandang, bangsa dan taraf pendidikan. Manakala kaedah analisis teknik inferensi pula digunakan untuk mengkaji hubungan antara pemboleh ubah bebas iaitu persekitaran kerja, tekanan kerja, pampasan dan pertumbuhan kerja dengan pemboleh ubah sandar iaitu niat perolehan kerja di kalangan pekerja cawangan CIMB bank di lembah Klang. Hasil kajian menunjukkan terdapat satu kolerasi sederhana antara faktor persekitaran kerja dengan niat perolehan kerja dalam kalangan pekerja CIMB berbanding dengan faktor lain seperti tekanan kerja, pampasan dan pertumbuhan kerja. Kajian ini telah memainkan peranan penting untuk mengenal pasti pemboleh ubah yang menyumbang kepada niat perolehan kerja di kalangan pekerja CIMB bank dan beberapa langkah telah dibincangkan untuk mengatasi masalah ini.*

**Kata Kunci:** Niat perolehan kerja, Pertumbuhan Kerjaya, Pampasan, Tekanan Kerja dan Persekitaran Kerja.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background**

According to Jha (2014) employee turnover has always been a matter of concern for all type organizations. Huge degree of employee turnover may be detrimental to both the organization as well as the employees. Jha (2014) says that turnover has an impact over the organization's costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job. Additionally, it results in understaffing which in turn lead to decreased effectiveness and productivity of the remaining staff (Hussain and Asif, 2012). Turnover may have a negative impact on the employee as well. The individual may lose non-vested benefits and may be a victim of the "grass looks greener" phenomenon. Most often, turnover intention is consequential to actual quitting behavior (Jha, 2014). Hence, it is imperative to understand the determinants of turnover intentions so as to arrest the outflow of key personnel and retain competitive edge.

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