

**REWARDS, JOB SATISFACTION AND INTENTION TO LEAVE:
A CASE STUDY AT SYARIKAT PRASARANA NEGARA BERHAD.**

By

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ABSTRACT

SYARIKAT PRASARANA NEGARA BERHAD is the most important source of public transportation and key ingredient in promoting transportation industry in Malaysia. The need for the employee to perform their job at the best level will create an efficient transportation service not only to the public but to contribute to the overall economic development of the society. Therefore, the objective of this study is to examine the relationship between rewards, job satisfaction and intention to leave at Syarikat Prasarana Negara Berhad (Prasarana). A number of analyses were conducted using SPSS version19 to analyze the data collected. The findings from the hypothesis tested indicate that there is a significant relationship between Rewards (monetary and non monetary), job satisfaction and intention to leave. Thus the study recommends that rewards mostly influence employee's intention to leave while job satisfaction are not the significant factor that lead the intention to leave. Finally, the theoretical and managerial implications are presented and the limitations of this study.

Keywords: Syarikat Prasarana Negara Berhad, Prasarana, Rewards, Intention To Leave, Job Satisfaction, SHRM.

ABSTRAK (MALAY)

SYARIKAT PRASARANA NEGARA BERHAD adalah sumber yang paling penting dalam pengangkutan awam dan kunci utama dalam pembangunan industri pengangkutan di Malaysia. Keperluan untuk pekerja untuk melaksanakan tugas mereka pada tahap yang terbaik akan mewujudkan perkhidmatan pengangkutan yang cekap bukan sahaja kepada orang awam tetapi untuk menyumbang kepada pembangunan ekonomi keseluruhan masyarakat. Oleh itu, objektif kajian ini adalah untuk mengkaji hubungan di antara ganjaran , kepuasan kerja dan niat untuk berhenti di SYARIKAT Prasarana Negara Berhad (Prasarana). Beberapa analisis telah dijalankan dengan menggunakan SPSS version19 untuk menganalisis data yang dikumpul . Penemuan daripada hipotesis yang diuji menunjukkan bahawa terdapat hubungan yang signifikan antara Ganjaran (kewangan dan bukan kewangan) , kepuasan kerja dan niat untuk berhenti . Oleh itu kajian ini mengesyorkan bahawa ganjaran kebanyakannya mempengaruhi niat pekerja untuk berhenti manakala kepuasan kerja bukan menjadi faktor penting yang membawa niat untuk berhenti . Akhir sekali, implikasi teori dan pengurusan dibentangkan dan batasan kajian ini.

Kata Kunci: Syarikat Prasarana Negara Berhad, Ganjaran, Kepuasan Kerja, Pengurusan Sumber Manusia Strategik.

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CHAPTER 1

INTRODUCTION

1.0 Introduction

Employee's intention to leave which may lead turnover crises had great impacts on the transportation industry. Souza-Poza and Sousa-Poza (2007) defined 'intent to leave' as the indication of the probability that an individual will change his or job within a certain time period and is a direct sign to actual turnover. Organization nowadays had found it difficult to retain employees as a result of many baby boomers retiring from the workplace. Therefore, it is so important for the organization to focus on employee retention to ensure that the organization is running on track. Generally, organization would retain its employees for a specified period to utilize their skills and competencies to execute or to accomplish the tasks.

Many organizations have recognized that employees are the most important asset and organizational improvement is recognized through people management and development (Accenture, 2001). One important factor that has been highlighted is when the organization failed to prioritize the important of employee retention which it able to contribute to talent cost (Eskildesn & Nussler, 2000). The effective management of employee is equally important to ensure organization's continues the battle in globalization arena. Hiring an employee is only first step. Building, awareness of the important of employee retention is essential. The definition is

totally contradicted with the employee turnover as it is simply defined as employee movement-out from the organization. This may relate into the ability of the organization to retain its employees. Employee turnover has created cost that is associated with replacing a worker, lost productivity, lost revenues from services or client exodus and other costs that are linked to developing effective strategies for reducing turnover. It may become a strategic enforcement rather than operational as the Management should view into many angles and perceptive on how to rationalize it which able to tight it with the organization's objective (Schuler & Macmillan, 1984)

There are many interpretation, clarification and definition on employee retention. The simple word to understand is the commitment of the organization to keep its valuable employees to leave. Johan (2000) defined employee retention as a capability to keep and hold its employees, longer than opponents. It is also has been described as an analysis of the retention be be done more than from one level. This is due to the retention may has a influence and arise and multiple level (Klein et al., 1994; Klein & Kozlowski, 2000; Raudenbush & Bryk, 2002; Yammarino & Dansereau, 2004).

1.1 Background of the company

This study conducted in Syarikat Prasarana Negara Berhad (Prasarana) is a wholly-owned Government company incorporated in 1998 by the Ministry of

Finance to facilitate, undertake and expedite public infrastructure projects approved by the Government. Prasarana and its group of companies are also asset-owners and operators of the Ampang and Kelana Jaya light rail transit (LRT) lines, KL Monorail, as well as bus operations in Klang Valley, Penang and Kuantan.

The year 2013 saw Prasarana undertook a massive corporate restructuring exercise to further improve the company's position as an urban public transport provider as well as strengthen its capability in generating revenue. Prasarana formed four new subsidiaries: Rapid Rail Sdn Bhd, Rapid Bus Sdn Bhd, Prasarana Integrated Management & Engineering Services Sdn Bhd (PRIME), Prasarana Integrated Development Sdn Bhd (PRIDE) – to give its operations more focus and greater freedom to grow.

Both the LRT and Monorail are operated by Rapid Rail Sdn Bhd, while the bus services are run by Rapid Bus Sdn Bhd. RapidKL is the brandname for Prasarana services in Klang Valley. RapidKL operates the Ampang Line LRT (previously known as STAR-LRT) from Sentul Timur to Ampang and Sri Petaling, and the Kelana Jaya Line LRT (previously known as PUTRA-LRT) from Kelana Jaya to Gombak. RapidKL buses operate in 167 routes covering 980 housing estates in the Klang Valley daily.

Prasarana formed RapidPenang in 2007 to cater for the public bus services need of the population there. RapidKuantan joined the stable in December 2012. More are expected to be formed in cities and towns nationwide as

Prasarana takes the lead to improve the urban public transport throughout the country.

1.2 Research Problem Statement

Company have spent millions of dollars to introduce benefits, remuneration packages etc to motivate and encourage individuals in an organization to increase their work performance with positive attitude as described in Adam Equity Theory (1963). In the theory it said that less reward may result to the decreasing of employee performance such as high number of absenteeism, as well as lack of interest in doing task that is not included in their job description. Basically what it meant in the theory is that Rewards plays big factors in motivating staff and encourage performance. Rewards can also help to retain and attract talents in an organization. It one of the reason why organization spent millions to come out with innovative benefits and remuneration package and rewards (Monetary and non-monetary) to outdo each other so that the organization would have good talents with positive environment and able to performing and achieve the organization goal and success.

Job satisfaction has been an important part in human resources management. Identifying factors that influence job satisfaction provides administrators and managers with necessary, meaningful information to make intelligent decisions regarding interventions aimed at increasing employees' job satisfaction (Lambert, Hogan & Barton, 2001). Numerous evidences show that the important issues in organizations have always been the employee satisfaction and retention.

Nevertheless only few practices have placed made the issues of job satisfaction a top priority (Spytak, Marsland & Ulmer, 1999).

To date, several studies in the literature investigated various hypotheses involving the relationship between job satisfaction and intention to leave. For example, Dole (2000) examined the relationship between personality, job satisfaction and turnover intentions. The analysis did not detect an overall significant relationship between personality and job satisfaction or turnover intentions, but did find an inverse relationship between job satisfaction and turnover intentions. The study indicated that individuals who experience relatively low job satisfaction tend to change work positions. Strong support for stress playing an important role affecting intention to quit, but this needs to be examined within the context of satisfaction.

Syarikat Prasarana Negara Berhad is a major company in providing transportation services and engineering consultations, also known as one of the best transportation industries in Malaysia. Surprisingly, plenty organizations are currently having the same employee turnover problem and this is not excluding Syarikat Prasarana Negara Berhad.

Being a HR practitioner who mainly focuses in recruitment, the main data that we have referred was the Employee's turnover report, so that we may planned

or forecast on the future headcounts to be hired and to come out with the other solutions such the employee's retention program.

The term turnover intention is used instead of actual turnover because in general theory of planned behavior by Ajzen (1991) suggests that behavioral intention is a good predictor of actual behavior and in particular previous studies have successfully demonstrated that behavioral intention to leave is consistently correlated with turnover (Mobley *et al.*, 1978; Newman, 1974). In fact, Mobley *et al.* (1979) have suggested that intentions offer a better explanation of turnover because they encompass one's perception and judgment. Hence, to proceed with this study, the same report has been referred as well.

As the matter of fact, different ratings of employee's turnover within 2 years from 2012 until 2013 are witnessed in the graph as below:

Table 1.0 : Staff Resignation in FY2012 and Q1, FY2013

Quarterly	Resignation	Percentage(%)
Q1 FY2012	71	20
Q2 FY2012	92	36
Q3 FY2012	93	37.3
Q4 FY2012	102	33.1

Q1 FY2013	79	28.8
Sub Total	437	31.04 (Average Quarterly

Human Capital Division's report shows that the employee's turnover rate is fluctuated even though the rewards system still in a good package. It was conducted on focusing to all positions and this survey has been directed from Q1 FY2012 until Q1 FY2013. The fluctuation of employee's turnover rating in the Syarikat Prasarana Negara Berhad (Prasarana) indicated there is a need to find out the causes of it so that correction actions can be taken.

It can sometimes take months, or even years to find qualified employees to fill the position in the company. Prasarana are now experiencing the high level of turnovers, then losing talent that took so long to acquire. Losing the top level talent from within the company will lowers the quality of work and does affect the company's performance.

Prasarana make large investment on their employees concerning the training, developing, maintaining and the efforts of retaining them. With the globalization phenomena, greater competition and economic crises, Prasarana must provide and constantly innovate services which are based on strategies created by the employees. Therefore, knowledge must be retained, in a way that it can be stored and disseminated through the organization.

The employees have different expectation towards the organization and will leave their current job for another if they felt their expectations are not meeting

(Wong,2002). The turning point to focus on the non-monetary when there are an article in The Star newspaper has reported 2 young executives willing to sacrifice their current position which the offer were promised the individual for higher responsibility and decision making and also to have better flexible working hours and work life balance (Lisa Goh, 2011). Another side of the same coin, it was mentioned that they willing to let go their good remuneration package, with high bonuses and good increment for less for better job and career opportunity. This is adverse that the non-monetary also play the important roles for the individual career plan. It suggests that there exists a strong link between non-monetary rewards and individual improved job performance (Wiscombe, 2002). They are agreed that by improving the job performance will lead into the career success.

Hence, the employee reward theory in order to reduce the employee intention to leave from the organization looks does not really giving an impact to the employee's intention as the number of employee turnover is still increasing. In conjunction with that, there are several reasons associated with these existing employee turnover problems.

Hence, the main aim for this study is to report findings on the factors that might contribute to employee intention to leave which mainly focus on rewards and job satisfaction.

1.3 Research Questions

- I. Does monetary rewards influence towards Employee Intention to Leave;

- II. Does non-monetary rewards influence towards Employee Intention to Leave?; and
- III. Does Job Satisfaction influence towards Employee Intention to Leave?

1.4 Research Objectives

- i. To identify the relationship between rewards (monetary) and the employee intention to leave.
- ii. To identify the relationship between rewards (non-monetary) and employee intention to leave.
- iii. To identify the relationship between job satisfaction and intention to leave.

1.5 Significance of The Study

This study will significant to:

1.5.1 The Researcher

The researcher will have better understanding regarding the issues of employee performance as well as the theories that support matter. Besides that, it improves the skills of the researcher in gathering data and also learns the proper way of negotiating skill and also the way of good communication skills.

1.5.2 Syarikat Prasarana Negara Berhad

This research significant with Syarikat Prasarana Negara Berhad as it helps the organization in identifying the factors that contributes to the issue of employee

turnover. Besides that, through this research, the company would understand more about the perception of employees regarding their monetary and non monetary reward. Moreover, it helps the organization to improve their reward allocations as this research also shows the preference of the employees regarding the level of pay as well as the choice of fringe benefits.

1.6 Scope of The Study

This study is about employee intention to leave and its relationship with monetary, non monetary reward and job satisfaction. The respondents are the all categories employees of Syarikat Prasarana Negara Berhad located in Bangsar. Here, the purpose of this study is to analyze and determine the factors that discourage these employees from retaining their position in the company and eventually decide to quit their job. Other than that, the study also wants to investigate the purposes that require them in making that decision.

1.7 Limitation of The Study

1.7.1 Data of Published Literature

In this research, the finding for the relevant data of published literature is quite difficult for the researcher. This is because the data in the published literature is not specifically includes in the same source data.

1.7.2 Time Management

In this case, time management also gives an effect to the time limitation of study. For example, the limit of time in distributed the questionnaire and the respondent answer the question also gives a big impact in time management.

1.8 Definition of Terms

1.8.1 Employee's Reward

According to Steers and Porter (1991, pp. 478), it depends to the organizational setting to design their own effective reward system, ranging from obvious ones such as fringe benefit, base pay and promotion to praise, empowerment and feelings of accomplishment and competency.

1.8.2 Job Satisfaction

According to O'Leary, Wharton and Quinlan (2008), job satisfaction is also generally conceived as an attitudinal variable that reflects the degree to which people like their jobs, and positively related to employee health and job performance. Hoppock (1935) as cited in Liew (n.d) suggested that the combination of psychological, physical and environmental circumstances can be defined as job satisfaction that will causes a person feel satisfied with their job.

1.8.3 Intention to Leave

Quitting is logically preceded by intention to quit. According to Tett and Meyer (1993) as cited in Tian (2009) found that intention to quit was negatively and significantly related to job satisfaction, as did Rust and Stewart (1996) as cited in Tian (2009).

1.9 Summary

Employee's turnover study may determine either the workers are satisfy with their job, rewards given by the company or others. The budget allocation of hiring the right employees together with the benefit package can enhance the employee's satisfaction towards their tasks also retaining them and at the same time assisting the organization to meets its objectives. The right packaging benefit to the right person will lead towards achieving the Mission and Vision of an organization.

Therefore this study will examine the relationship between rewards, job satisfaction and employees intention to leave by using past record of the organization data and also questionnaire. Moreover, this study also will provide some recommendation to the organizational in order to improve the rewards given that will relate the employee's job satisfaction towards the employee's turnover of Syarikat Prasarana Negara Berhad.

CHAPTER 2

LITERITURE REVIEW

2.0 Introduction

Literature review is referring to documentation of a comprehensive review of the published work from secondary sources of data in the areas of specific interest to the researcher. In this research also the researcher determine related towards intention to turnover. This section will also include literature review about the concepts of factors contributing the rewards, job satisfaction and turnover.

2.1 Intention to leave

Firth, Mellor, Loquet and Moore (2004) suggested that intentions are the most immediate determinants of actual behaviour and it has different meaning towards those leavers and stayers and the best predictor for actual turnover. Intentions to leave is negatively related to continuance commitment and is a widely agreed upon precursor to turnover(Mobley et. al., 1979).

Quitting is logically preceded by intention to quit. According to Tett and Meyer (1993) as cited in Tian (2009) found that intention to quit was negatively and significantly related to job satisfaction, as did Rust and Stewart (1996) as cited in Tian (2009). On the other hand, job stressors and lack of job satisfaction are among the factors that contribute to people's intention to quit their jobs. Moore (2002) as cited in firth (2004).

According to (Demir, Colakoglu & Guzel, 2007) , employee turnover can be defined into the ratio of the number of workers leaving an organization in a specific period of time to the number of workers still working within an organization for any period and also the changes in the number of workers as a result of resignation, leave , discharge and recruitment

Price (1977) has stated that the movement of members across the boundary of an organization is also known as turnover. According to Hendries (2004), employee resigning, retiring or by being dismissed from the organization and the resignation can be by choice or also because of ill health or maternity leave, just as dismissal can be due to redundancy or misconduct were the main aspect of labour turnover. Voluntary and involuntary turnover are sometimes termed “avoidable” and “unavoidable” turnover. In addition, according to Najera (2008) the lower level positions is the huge part of turnover occurred.

Intentions are, according to researchers Ajzen and Fishbein (1980) and Igbaria and Greenhaus (1992), the most immediate determinants of actual behaviour. The researcher also of useful value from a research perception, as once people have actually applied the behavior to quit, there is little possibility of access to them to understand their earlier situation. Intention to leave also can define as the employees' determination to leave the organization at some point in the near future (Mobley et al., 1979).

Turnover intention is one's behavioral intention to quit. According to Bigliardi, Petroni and Ivo Dormio (2005) intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization. Employees with high withdrawal intentions from the organization subjectively assess that they will be leaving the organization in the near future (Mowday, *et al.*, 1982).

Turnover intention is the final stage before the actual turnover takes place. Arnold and Feldman (1982) supported the idea that turnover intention is the final cognitive variable immediately preceding and having direct casual impact on turnover. The other definition of turnover intention is the intention to leave a job on a voluntary basis (Mobley 1977). In a broader definition, intention to leave can be understood as the intention to voluntarily change companies or to leave the labour market altogether.

Intention to quit is a manifestation of the actual turnover. It is used as a predictor to the action of real turnover because the theory of planned behavior (Ajzen, 1991) suggests that behavioral intention is a good predictor of an actual action

Souza-Poza and Sousa-Poza (2007) defined 'intent to leave' as the indication of the probability that an individual will change his or job within a certain time period and is a direct sign to actual turnover.

2.1.1 The dimensions of Intention to leave

There are other factors that affect this variable such as the differences between cultures and countries also can affect employee's intention to quit even though some research is a well established negative link between job satisfaction and employee turnover.

2.1.2 The factors influence intention to leave

Satisfaction may be only part of the answer to the problem of turnover instead of other factors such as occupational level, the condition of the labour market stated by Saks, (2006) as cited Tian (2009) age of the worker Schulz, M.R, Bigones, and Gagnon, (1987) as cited in Tian (2009), chances of obtaining other employment and financial responsibilities, all contribute to turnover decisions.

According to Najera (2008) main cause of turnover occurs in the lower-level positions where jobs are plentiful, hence making it problematic to attract as well as retain employees.

Reference to Tsai-kai Hung and I-Jung Tsai, the intention to leave is an inclination and it is also may lead impulsive behaviour to quit.

Gregory (2007) supported the idea that behavioral intention to quit has been found to be strong predictor of personal turnover across industries and theoretically is believed to be an important antecedent to turnover.

The term turnover intention is used instead of actual turnover because in general theory of planned behavior by Ajzen (1991) suggests that behavioral intention is a good predictor of actual behavior and in particular previous studies have successfully demonstrated that behavioral intention to leave is consistently correlated with turnover (Mobley *et al.*, 1978; Newman, 1974). In fact, Mobley *et al.* (1979) have suggested that intentions offer a better explanation of turnover because they encompass one's perception and judgment.

Intention to quit would spark in one's mind when the individual feels that the organization they work for does not fulfill their needs anymore. According to Firth *et al.* (2004), intention to quit could explain the level of employees' loyalty to the organizations.

2.1.3 Past studies about intention to leave.

Employee turnover was the main factors of so many disadvantages towards the organization. According to Hendrie (2004) by referred to ACAS, the disadvantages are disrupted production, work interruptions, increased cost of production due to new staff's inexperience, low morale, and damage the reputation of the company.

Harris (2003) stated that the turnover reduction may be a goal for some employers to reduce replacement and tiring costs, increase productivity, lessen supervisory workload and stress, enhance customer service, or improve product quality.

Despite that, although turnover creates costs associated with hiring and training new staff, productivity and performance deficits, loss of organizational and job-specific knowledge and employee demoralization, it is also gives advantages as it would provide an organization with opportunities to prevent stagnation, displace poor performers, introduce new information and help to facilitate change (Lynch & Tuckey, 2008)

According to Ing Huang, Lin and Chuang (2006), turnover is costly for both employers and workers as employers bear the replacement cost and hidden organizational cost high meanwhile the workers find monetary and psychological cost taxing.

The research made by Sager's (1991) has shown validity of studying intentions in the workplace. It was found that intention to leave was to discriminate effectively between leavers and employees that stay. Intention to leave is largely influence by job dissatisfaction, lack of commitment to the organization and feeling of stress. (Lucy, 2003)

Organizational researchers typically found only modest relationships between these attitudinal variables and voluntary turnover. Specifically, they suggested that 'intent to leave is a likely mediator to the attitude behavior relationship and represents the last step prior to quitting. Mobley (1977) hypothesized a model of the intermediate linkages between job satisfaction and voluntary turnover, which

outlined several cognitive decisions made by an employee between experiencing job dissatisfaction and leaving the organization. These steps include thinking of quitting, evaluation of the expected utility of searching for a new job and the cost of quitting, intention to search, searching for alternatives, evaluation of alternatives, comparison of alternative with the current job, and intention to quit.

Intention to quit would spark in one's mind when the individual feels that the organization they work for does not fulfill their needs anymore. According to Firth *et al.* (2004), intention to quit could explain the level of employees' loyalty to the organizations.

2.2 Rewards

According to Herzberg (1966) as cited in Daily and Nalini (2004), job rewards refer to the intrinsic and extrinsic benefits that employees receive base on the job assigned. Rewards can be implemented in several forms such as financial rewards and recognition awards. Govindarajul and Daily (2004), monetary rewards may be one of the strongest motivators for inducing employees to participate in environmental improvement efforts. This is because workers want to "earn" their pay and like the idea that money is given based on higher work productivity. Monetary reward can given as the base pay and fringe benefit, which has proved by Price (2001) that pay has been investigated in all of the studies and also has been defined as money and its equivalents which employees receive for their services to the employer.

2.2.1 The type of rewards

The reward management system or reward system in short, for this study comprises of two main elements. One is financial rewards such as salary, fringe benefits, bonuses, share option, Allowances and incentives and also known as Monetary Rewards in this study. The other is Non-Financial rewards that comprise of recognition, development, career opportunities and others and in this study is known as Non-Monetary Rewards

- i. Monetary Rewards – can be referred as tangible returns includes cash compensation such as bonus, increment, short term incentive, long term incentive and other benefits such as income protection , Allowance and others (Milkovich, George. T., and jerry M. Newman, 1993). Monetary reward as mentioned above can be categorized merit-pay, market-based pay and profit-related pay.
- ii. Non-monetary Rewards – rewards that are no monetary value attached. Example of non-monetary rewards are movie tickets, restaurant coupons, certificates, thanks from the bosses, flexible schedules, a day off, picnics, recognition of birthday and free lunches. Non-monetary rewards also refer to intangible returns or rational returns such as recognitions, status, employment securities and other. According to Yap J.E, Bove L.L & Beverland M.B (2009), non-monetary rewards refer to the identification of a job well done hence representing s non-financial means of appreciating and acknowledging of their employee contribution. Non-monetary reward focuses on the

needs of people for recognition, achievement, responsibility, exposure and personal growth (White & Drucker, 2000). In this study only two elements of the non-monetary will be used. And they are recognition and exposure.

2.2.2 The important of reward to employees

Lincoln and Kalleberg (1990) as cited in O'Driscoll and Randall (1999) have argued that the rewards offered by an organization may have a powerful effect on employees' behaviour towards their job and the organization for which they work. Linda and Walied(1996) as cited again in Lam et al. (2001c, pp.36), extrinsic rewards consist of two types such as organizational (pay, working conditions and security) and social (friendship and dealing with others). Intrinsic rewards are valued as a feeling factor while doing the job such as feelings of challenge, recognition and responsibility. Chung Hang, Chieh Lin and Hsun Chuang (2006), workers who rewarded as honoured employees will remain at a firm longer.

As mentioned by Sarvadi, 2005, all organization or company needs a strategic reward system/Management for employee and it is known fact that rewards plays an important role in any organization. It would be the main factor for an organization to motivate, attract and retain talented individuals and to a certain extend rewards can be an instrumental tool to also influence or encourage individual to optimize performance, develop career plan and goal.

Deeprise (1994), further posits the view that effective reward management can help an organization to achieve it business objectives by attracting and

retaining competent talent. This will lead to individual talent to plan their career and to be successful.

Hence, Reward management system can be seen as a set of relationships between the various rewards management process and corporate strategy. Rewards management strategy and policy is thus driven by corporate and human resource management strategies, such as Employer of Choice (Armstrong & Murlis, 1991).

2.2.3 Past studies about reward

Chan and Woo (1995), found that job shifted always take place within the first five years of their work-tenure and expectation of high pay were first ranked compares to the other factors.

Vich and Hoon (1992) stated that reason to keep the company competitive in hiring and retaining employees is by providing attractive benefits program.

According to Asthana (2008), retirement benefits is one of the way to attract potential employees and retaining them. Sizable retirement benefits will motivate employees to retire eventually, making way for new employer. Regardless, industry norm, financial structure, and firm size are remarkable factors that determine the percentage of deferred compensation that is negotiated.

A lot of organizations encourage employees to purchase company stock to increase their incentive to work, satisfaction, quality of the work, and to reduce absenteeism and turnover (Vich & Hoon, 2002).

2.3 Job Satisfaction

According to O'Leary, Wharton and Quinlan (2008), job satisfaction is also generally conceived as an attitudinal variable that reflects the degree to which people like their jobs, and positively related to employee health and job performance. Hoppock (1935) as cited in Liew (n.d) suggested that the combination of psychological, physical and environmental circumstances can be defined as job satisfaction that will causes a person feel satisfied with their job.

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job and an attitude towards one's job. In a research done by Wiess (2002) has argued that job satisfaction is an attitude but he points out to the researchers should clearly distinguish the object of cognitive evaluation which is affect emotion, belief and behaviors. This definition suggests that we form attitudes towards our job by taking into account feeling, belief, and behaviors. Job satisfaction is a worker's sense of achievement and success.

2.3.1 The dimensions of Job Satisfaction

According to motivation hygiene theory, job satisfactions vary according to a form of personal characteristics. Hom and Kinicki (2001) as cited in Morell, Clarke and Wilkinson as (2004), suggested that personal characteristics can have an important impact on job satisfaction.

The relationship between job satisfaction and turnover has been investigated and found a clear negative relationship (Cotton and Tuttle, 1986) , (Muchinsky &

Morrow, 1980) (Tett & Meyer, 1993) and (Trevor 2001). This is well defined that when employees do not feel satisfied in their job, the turnover is high and they are likely to leave the company.

In Spector, (1997,pp 2), defined job satisfaction as “the extent to which people like or dislike their jobs”. This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job satisfaction explain what makes people want to come to work and what makes them happy about the job or decides to quit. Job satisfaction does not necessarily mean job productivity, although it affects the latter. This subject is important to employers because an organization does not like to lose staff and emphasis on job satisfaction may help to make more productive workers. Bullock (1984), said job satisfaction is a positive or negative emotional state associated with one's work. Locke (1976) defined job satisfaction as a function of perceived relationship between what one wants from one's job and what one perceives it as offering.

2.3.2 The factors influence Job Satisfaction

Kerrin and Oliver (2002) mentioned that the need to maintain equity by paying salaries and wages dominate the conventional reward systems, which is the base salary determinate by specific jobs. The employees were paid for their skills in the jobs, not for their flexibility, judgment or team works. According to Steers and Potter (1991), the benefit such rewards will be provided to the employees as a return for the commitment and contribution by the management.

Job satisfaction is generally has a direct correlation with productivity as well as to personal wellbeing. Job satisfaction implies performing a task one enjoys, get the job done very well and being suitably rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work.

2.3.3 Past Studies about Job Satisfaction.

According to Oshagbemi (2003), should the employee satisfy with their job, they will give full commitment and some sort of motivation to perform their job well. Hence, job satisfaction is something that the organization desire of their workers.. Oshagbemi (1997) argued that either the employee satisfy or dissatisfy with their job is depend on the situational occurrences and situational characteristics with any given factor such pay or recognition. Those high achievement employees whom received the equal pay and recognition are the situation that may boost up job satisfaction.

McCommick and Tiffin (1974) as cited in Topper (2008) stated that, "if the person believes that their values are realized within the job, they possess a positive attitude towards the job and acquire job satisfaction". In other words, employees will be motivated to give their very best in performing their job, hence it will automatically make them satisfy with their job.

Employee tends to react negatively towards their job which caused withdrawal of behavior and feeling de-motivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold

about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work.

Mowday, Porter and Steers (1982) also found that job satisfaction is consistently and negatively related to turnover (McCormick & Ilgen, 1985), there are many previous researchers that support the relationship between job satisfaction and turnover. One of it is from Spencer and Steers (1981) found that there is a strong negative relationship between job satisfaction and turnover of the hospital employees who were relatively low performers.

2.4 Research Framework

In this study, three factors have been taken into consideration in determining factors influence on intention to leave among employees in Syarikat Prasarana Negara Berhad. The factors are Rewards, which include Monetary and Non-Monetary and Job Satisfaction.

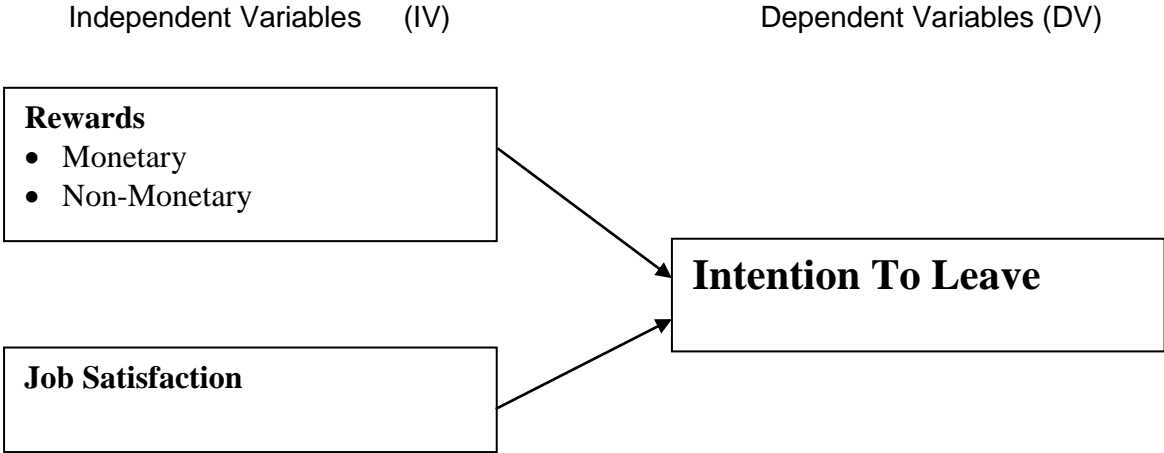


Figure 1: Research Framework

2.5 Research Hypothesis

Hypothesis is an unproven statement or proposition about a factor or phenomenon that is of interest to the researcher. Hypothesis goes beyond researcher question because they are statement of relationship or propositions rather than merely questions to which answer are sought. Therefore, the research hypotheses for this study are as follows:

Hypotheses 1

H0: There is no relationship between monetary rewards and intention to leave

H1: There is relationship between monetary rewards and intention to leave.

Hypothesis 2

H0: There is no relationship between non monetary rewards and intention to leave.

H1: There is relationship between non monetary rewards and intention to leave.

Hypothesis 3

H0: There is no relationship between job satisfaction and intention to leave.

H1: There is relationship between job satisfaction and intention to leave.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the research methodology used in the current research to achieve the three basic research objectives as highlighted in chapter one. Accordingly, the following subsections discuss the research design, theoretical framework, population of study, sampling, data collection and also data analysis.

3.1 Research Design

Research methodology can be in the form of (1) quantitative or (2) qualitative. Quantitative type of research method is used when the researcher measuring the number of times a person does something under a certain circumstances. While qualitative is used when the researcher is making a verbal interview to ascertain the feeling of the respondent about certain issue or circumstances. Neither one is better than the other, despite, a comprehensive research normally will incorporate both of these methods in their research in order to get a better results, although, in a normal condition, this is not always possible due to time and financial constraints.

In a quantitative study, the aim is to determine the correlation between one variable (independent) and another variable (dependent) in a population. Quantitative research designs can be in the form of (1) descriptive or (2) experimental. In the case of this study, a descriptive approach will be used, thus

subjects will only be measured once with an intention to establish association between the two types of variables.

A descriptive research design is adopted for this study. Descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation. Besides, it is undertaken in organizations to learn about and describe the cause and factor about job satisfaction. Descriptive study is to provide the researcher about the profile or to describe relevant aspects of the phenomenon of interest from the organization perspective (Sekaran, 2007).

Independent variables are those that are chose and controlled by the researchers, in which the manipulation of the independent variables will cause an effect on the dependent variables. In this study, the independent variables are the (1) Rewards, with two dimensions which are the Monetary and Non Monetary and the 2nd independent variable is (2) Job Satisfaction. These two factors will be tested and analyzed to determine whether they have an influence on enhancing student's employability skills or not. While, dependent variables are the variable that can be influenced by other variables. In this study, the dependent variable is intention to leave.

This study is conducted by collecting the data about the employees's perceptions, opinions, and emotion through the distribution of questionnaire where the respondents were selected randomly without any fundamental criteria. The most actual and accurate data is needed to ensure the assessment of the situation will be as close as possible to the real situation.

The questionnaire used a Likert Scale with respondents indicating the degree of correspond. The questions were assessed on a seven-point scale, ranging from 1 represent strongly disagree to 7 which means strongly agree. The questionnaires were distributed randomly to 110 employees in Prasarana, and they were given a two weeks to complete the questionnaire. Method of distribution was done through by-hand. A total of 106 responses were received, giving a response rate of 95%. From 106 responses received, 6 are invalid due to incomplete answer. 100 valid responses were analysed using SPSS version 18.0

For an accurate estimation of the relationship between variables, about 110 questionnaires had been distributed to the Prasarana's employees. They were given two weeks for them to answer the questionnaire.

In this study, there are two type of analysis that will used which are descriptive analysis and inferntial analysis such as correlation and regression analysis. Inferntial analysis is used to determine the empirical relationship between the independent variables and dependent variables.

The questionnaire also included the demographic information of the Participants. It consists of five (5) sections according to the main constructs developed in the initial research model.

3.2 Operational Definition

3.2.1 Monetary Rewards

Tangible returns includes cash compensation such as bonus, increment, short term incentive, long term incentive and other benefits such as income protection , Allowance and others (Milkovich, George. T., and jerry M. Newman, 1993)

3.2.2 Non Monetary Rewards

Non-monetary reward focuses on the needs of people for recognition, achievement, responsibility, exposure and personal growth (White and Drucker, 2000).

3.2.3 Job Satisfaction

Job satisfaction implies doing a job one enjoys, doing it well and being suitably rewarded for one's efforts. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994)

3.2.4 Intention To Leave

According to Bigliardi, Petroni and Ivo Dormio (2005) intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization.

3.3 Measurement of Variables/Instrumentation

In this study, two independent variables have been selected, namely (1) rewards, and (2) job satisfaction. The dimensions under the reward are monetary as well as non monetary. While there are no dimensions for the job satisfaction; these dimensions were selected because they have previously identified as those likely to have the greatest impact on the intention to leave. There is no fixed number of dimensions to use, but it all depends on what the researcher tries to find out from the study conducted. Although there are only three independent variables used in this study, the researcher has a strong and reliable opinion that the dimensions chosen for these three variables are adequate enough to answer all research questions, accurately and precisely.

3.3.1 Questionnaire Design

Basically, the questionnaires required responses to five points Likert type scales ranging from 1 (strongly disagree) to 5 (strongly agree) in order to measure variables pertaining key factors of employees intention to leave. In order to facilitate those respondents to give their responses effectively throughout the questionnaire given, the questionnaire will be prepared in English and Malay because the respondent chosen will be from executive and non executive level. In addition, personal guidance to those respondents was vital in order to avoid any misunderstanding and confusion especially in filling up the questionnaires. Besides, explanations and clarifications were

significant because both able to led high potential in reaching more reliable and accurate data.

Besides, the research instrument used was developed through the adaptation and modifications of questionnaire from previous studies. It is the most inexpensive way to gather data from respondents.

The questionnaire consists of five (5) sections namely demographic profile, Monetary Rewards and Non-monetary Rewards and Job Satisfaction. The summary of the questionnaires are illustrated in table 1 below.

Table 3.0: Summary of Questionnaires

Section	Description
Section A	<p>Section A contains ten (10) questions to measure the independent variables on Monetary Rewards. The dimension of this section is broken down into two (2) sub-dimensions as indicated below:</p> <ul style="list-style-type: none"> • Salary – consist of five (5) questions • Bonus & Reward –consist of five (5) questions
Section B	<p>Section B, is another independent variable to measure Non-monetary rewards. There are thirteen (13) questions in this section and the dimension is divided into two (3) sub-dimensions and they are:</p> <ul style="list-style-type: none"> • Succession planning / Development – consist of eight (8) questions • Recognition and Exposure – consists of three (3) questions • Work Autonomy / Independent – consists of two (2) questions

Section C	Section C contains twenty (20) questions to measure the Job Satisfaction which is the last independent variable
Section D	Section D contains thirteen (13) questions to measure the intention to leave on dependent variable
Section E	<p>This section contains nine (9) questions which include demographic background of the respondents consisting of Gender, Race, Age, Marital Status, Current Position, Length of service, Years in current position, Type of organization and function of current job.</p> <p>This information is necessary to show that the sample is representative and to ensure that generalizations to the wider population of firms and employees can be made.</p>

3.3.2 Measure for Rewards

The rewards system is an independent variable for the current study. The independent variable covers the two (2) dimensions of section A (Monetary rewards) and section B (Non-monetary rewards). This variable is conceptualized as the how employee feels from what they had received from organization that was part of the studies of Tower, (2010), Armstrong, Brown and Reily (2011) and also from the studies of Wan Shakizah (2011). This questionnaire measures the employees overall satisfaction with regard to their pay level, benefit, raise satisfaction, salary administration, recognition, learning opportunity, exposure, skill enhancement etc.

Table 3.1: Rewards

Variable	Dimensions	Operational definition	Items	Authors
Rewards	Monetary Rewards	Tangible returns includes cash compensation such as bonus, increment, short term incentive, long term incentive and other benefits such as income protection , Allowance and others	<ol style="list-style-type: none"> 1. I receive a worth basic salary 2. My cost of living adjustment is sufficient enough to support my living 3. I feel my current salary is commensurate to my job 4. My current salary reflects the market trend 5. My take home pay is reasonable 6. I receive merit increment that reflect my productivity and contribution in the organization 7. My performance bonus reflects my productivity in organization 8. My performance bonus reflects my job quality in organization 9. There are many types of incentives offered by my organization that motivate my productivity 10. Allowance is paid according to my entitlement 	Wan Shakizah (2011)
	Non Monetary Rewards	Non-monetary reward focuses on the needs	<ol style="list-style-type: none"> 1. I get the recognition I deserve when I do 	Wan Shakizah (2011)

of people for recognition, achievement, responsibility, exposure and personal growth

2. I have an opportunity for advancement to higher level jobs
3. I always clear on what are my duties and responsibilities
4. I feel that I have chances of getting ahead on this job
5. I know that there are many opportunities to advance within the company
6. The feeling of satisfaction in every accomplishment I get from the job
7. I receive recognition for my job accomplishment and contribution
8. Promotions and transfers are made fairly
9. I have a good understanding of my potential career moves in the company
10. I have the opportunity to grow and learn new things and skill
11. I received good learning opportunity
12. The challenging task given by the organization can improve my job quality
13. Recognition and motivation helps to improve my productivity

3.3.3 Measure for Job Satisfaction

Job Satisfaction is an independent variable. The measurement of job satisfaction were adapted and adopted from Weiss, Dawis, England and Lofquist (1967) . Job satisfaction is a general or global affective reaction that individuals hold about their job satisfaction explain what makes people want to come to work and what makes them happy about the job or decides to quit. Job satisfaction does not necessarily mean job productivity, although it affects the latter. This subject is important to employers because an organization does not like to lose staff and emphasis on job satisfaction may help to make more productive workers. Bullock (1984), said job satisfaction is a positive or negative emotional state associated with one's work.

Table 3.2: Job Satisfaction

Variable	Operational definition	Items	Authors
Job Satisfaction	A general or global affective reaction that individuals hold about their job satisfaction explain what makes people want to come to work and what makes them happy about the job or decides to quit	<ol style="list-style-type: none"> 1. I have the chance to do different things from time to time 2. I have the opportunity to participate in determining the methods, procedures and goals in my job 3. I have the ability to do things that do not go against my conscious 4. I have the chance to do things for other people 5. I have the chance to tell people what to do 6. The work in this organization keep me busy all the time 7. I get the feeling of worthwhile accomplishment from the work in the organization 8. I have the opportunity to perform up to my abilities 	Weiss, Dawis, England and Lofquist (1967)

-
9. I feel satisfied with the extent to which my job gives me a definite place in the community
 10. I have the opportunity to work alone on my job
 11. I have the freedom to use my own judgment at work
 12. I feel that my salary is fair for the kind of job I perform
 13. I feel satisfied with the way that the job provides for steady employment
 14. I feel satisfied with the working conditions in the organization (air-conditioning, lighting, ventilation, etc.)
 15. I feel satisfied with the way my Manager helps make my job more pleasant
 16. I feel satisfied with the way my Manager feels each employee is important
 17. I feel satisfied with the recognition I get for a job well done
 18. I am satisfied with the chance for advancement in this organization
 19. I feel satisfied with the way my peers get along with one another
 20. I am satisfied with the way work policies in this organization are put into practice

3.3.4 Measure for Intention To Leave

Intention to Leave is an independent variable. Intention to leave were adapted and adopted Jeske Van Boxtel (2011). Turnover intention is one's behavioral intention to quit. According to Bigliardi, Petroni and Ivo Dormio (2005) intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization. Employees with high withdrawal intentions from the organization

subjectively assess that they will be leaving the organization in the near future (Mowday, *et al.*, 1982).

Table 3.3: Intention To Leave Items

Variable	Dimensions	Operational definition	Items	Authors
Intention to Leave		Intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization.	<ol style="list-style-type: none"> 1. Often considered leaving current job? 2. Current job does not satisfying my personal needs? 3. My personal values at work compromised? 4. I will accept another job at the same compensation level should it be offered to me? 5. Does not look forward to another day at work? 6. Do other responsibilities prevent you from quitting your job? 7. Benefits associated with your current job prevent you from quitting? 8. "Fear of the unknown," prevent you from quitting? 9. Do thoughts of quitting your job cross your mind? 10. Would not be very happy to spend the rest of my career with this department 11. Does not feel like "part of the family" in my 	Jeske Van Boxtel (2011)

-
- department
12. This organization does not deserves my loyalty
 13. Do not feel any obligation to remain with my current employer
-

3.4 Population of the study

Population also refers to the entire number of inhabitants constituting a meticulous race, class or group in a specified field that the researcher will use to study in the subject related. In addition, it is also refers to the possible respondents that the researcher interested to generalize the result of the research. The population that involve in this study will be for Executive and Non executive level in Syarikat Prasarana Negara Berhad. Thus, the population that will involve in this research is the employees who work in Prasarana in Bangsar and the number of employees in this specific location is 250 employees.

3.5 Sample Size

According to Sekaran (1992), the probability sampling procedures offer a viable and sometimes more efficient alternative to cumbersome unrestricted design. The population size (n) of the respondents is yet to be determined. The (n) population in this study consider as the sampling data because the number is little. The respondent of this study is 150 people with level of executive and non executive employees in Syarikat Prasarana Negara Berhad who work in the Headquarters located in Bangsar.

3.6 Sampling Techniques

According to Sekaran (2007), in the simple random sampling, every element in the population has a known and equal chance of being selected as a subject. Since i may extract the employees data from the SAP System, therefore from 250 population, the SAP system has generated random numbers of 150 employees which consists of various positions for questionnaire distribution.

3.7 Data Collection Procedure

The questionnaire was distributed to the respondent, in this study administering the questionnaire is the most appropriate method. The questionnaire was administered in structured questions through Nominal and Likert Scale. According to sekaran (p.236, 2006), the data collection is efficient while the researcher knows exactly the requirement and the measuring of the variables interest which can do by the questionnaire. Therefore, 150 questionnaires had been distributed personally to all Syarikat Prasarana Negara Berhad employees which consist of Non Executive and Executive above. The respondent has been given a duration of one week to answer.

This study was carried out in two phases of data collection that consist of a pilot study in examining the instrument as a first phase while second phase is a actual study to all random selected employees. All the data has been extracted from the SAP system and obtained the approval from the Head, Talent Management & Organizational Development.

Pilot test was conducted with 15 questionnaires distributed to employees to test validity and reliability. The actual study was conducted after researcher satisfied with pilot test result. Data collection procedures were carried out by hand and via email. Upon agreement, the questionnaire was distributed personally by the researcher. Respondents were given two weeks to complete the questionnaires. Daily follow-up call was made to that person with aims to keep informed on the survey progression.

The questionnaire was used as the main instrument to collect data from the respondents. The advantage of using questionnaire includes the relatively low cost, no interview bias, no prior arrangements are needed and the facts of anonymity among respondents (Schermerhorn, Hunt & Osborn, 2000).

The basis for distribution is simple random sampling where all employees have an equal chance of being selected in the survey. All questionnaires were successfully returned in the pilot test. After the researcher was confident that the questionnaire of the study is able to measure the items been tested and able to collect data needed to answer the research questions through the reliability analysis where all the Cronbach's Alpha calculated are 0.70 and above, only then 150 questionnaires was distributed to the employees for the real survey. In this distribution, out of 150 questionnaires distributed, 125 respondents had returned the questionnaire to the researcher, which has meet the criteria suggested by Krejcie, Robert, Morgan, Daryle (1970), suggested a guidelines for sample size decision so as to ensure precision and confidence in determining the sample size.

3.8 Data Analysis

There are a few steps will be taken to analyze the data. After obtaining the data from the respective sample population, the returned survey forms were arranged according to serial number. The survey forms will be edited to ensure the completeness of the gathered information. The process of editing is to ensure that the data collected is accurate, consistent in information given, complete and arranged accordingly to simplify the coding and tabulation.

Using the Statistical Package for Social Science (SPSS) program then processed responses from the survey questionnaires. Implementing frequency and analysis generated the demographic profiles data. The frequency table provided the best solution to generate and analysed number of respondents based on age, gender, length of service, marital status, current status in the organization and level of education. Regression analysis will be used to test the hypothesis and to determine the relationship between independent variables and dependent variable.

3.8.1 Descriptive Statistic

Descriptive statistics are used to describe the basic features of the data in a study. It provides simple summaries about the sample and about the observations that have been made. The summaries may be either in a quantitative form like summary statistics, or visual such as simple graphs. It can also be described as a presentation of data in the form of tables and charts or summarization by means of percentiles and standard deviations.

Descriptive statistics do not make any conclusions that extend beyond the data being analysed, instead it is just describing what is or what the data shows. Thus, the descriptive statistics are simply to describe what is going on in the data being analysed. By using the descriptive analysis, the researcher is able to present quantitative description in a better, manageable form. Descriptive statistics help us to simplify large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary.

In this study descriptive statistic such as missing values, normality test, frequency, mean, and standard deviation were used to describe the basic features of the data in a study. This will provide simple summaries about the sample and the measures. Together with simple graphics analysis, this will form the basis of virtually every quantitative analysis of data.

3.8.2 Pearson Correlation Coefficient

Correlation is a measure of the relationship between two (2) or more variables normally between the independents and dependent variables. The symbol of a correlation is r , and its range is from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.0 represent a lack of correlation. The closer the measure to 1.00, the more likely the relationship is statistically significant (Muchinsky, 1993). According to “Guilford Rule of Thumb” (Guilford, 1956) the strength of correlation shown in Table 6.

Table 3.4: Interpretation of Strength of Correlation Coefficient

Value of Coefficient	Relation between variables
- 0.30	Very Low Relationship
0.30 – 0.50	Low Relationship
0.50 – 0.70	High Relationship
-1.00	Very High Relationship

3.8.3 Multiple Regression

Linear regression attempts to model the relationship between two variables by fitting a linear equation to observed data. One variable is considered to be an explanatory variable, and the other is considered to be a dependent variable. In this study, linear regression has been used to analyse the relationship between two variables. For each subject (or experimental unit), the purpose is to find the best straight line through the data. In some situation, the slope and/or intercept have a scientific meaning.

Should a researcher wants to perform a linear regression analysis, it is advisable to conduct a preliminary test for example a scatterplot, to determine whether there is a relationship in existence between the two variables of interest. Should there is no relationship, then fitting a linear regression model to the data probably will not provide a useful model.

3.9 Conclusions

This chapter has explained the research design, elements of methods and also the strategy for this study. It is also define on how the instruments used in data collection, criteria for the selection of respondents, development of the questionnaire, collection of the research materials and also procedure of the survey.

This chapter also briefly explains the adoption of several analyses such as correlation and regression analysis to test the research hypotheses. The results and the finding of the study are reported in Chapter 4.

CHAPTER 4

FINDINGS AND DISCUSSION

4.0 Introduction

This chapter intends to provide and present the findings of the study. The first section emphasizes the data reliability and screening. The second segment shows the demographic analysis. The final section of this chapter offers a report which responds to the research objectives.

4.1 Respond Rates

From the 150 questionnaires distributed to the respondents, A total of 125 responses were obtained. Out of the total responses received, 5 were invalid or incomplete and such were rejected. Therefore, 120 responded questionnaires were used for the final analysis. The responses rate is 85%. Referring to Hair et al. (1984), when the response rates above 50% are generally considered acceptable, but if the response rates is 80% and above are far more desirable. In this study 85 % is desirable and can be used in this research.

4.2 Descriptive Analysis

This study has conducted on 120 employees of the Syarikat Prasarana Negara Berhad located in Bangsar. The following section shows the demographic analysis of the respondents.

4.2.1 Demographic Analysis

Below is the summary of the demographic analysis of the respondent who participated in this research study.

4.2.2 Gender, Age and Race

The sample consisted of 47.9 percent is female and 51.2 is male. Given the fact that the transportation industry are predominantly populated by Malay workers, 71.7% of the respondents are Malay. Second largest group is Chinese with 20.2 percent. However, 4.2 percent and 4.2 percent respondents are Indian and others respectively. Furthermore, majority of respondents, 57 percent are between 25 to 34 years old while only 0.8 percent respondents are 55 years and above.

4.2.3 Position, Level of Employment and Years in Current Position

The majority of respondents, 30 percent are assistant managers, second largest group is executives following along with managers by 25.8 and 16.7 percent respectively. A total of 86.7 percent of the respondents are working in the organization for less than 10 years, while 13.3 percent are working for more than 10 years. A total of 101 respondents out of 120 or 84.2 percent are in the current job position for less than 5 years while the rest 15.8 percent are more than 5 years.

4.2.4 Current Functions

Finally, 66.7 percent of the respondents are from services while rest of them are from technical, sales and operations. Table 4.0 presents detailed information on the respondents' demographic profile.

Table 4.0: Demographic Analysis (n = 120)

Variable	Frequency	Percentage (%)
1- Gender		
Male	62	51.2
Female	58	47.9
2- Race		
Malay	86	71.7
Chinese	24	20.2
Indian	5	4.2
Others	5	4.2
3- Age		
18 to 24 years old	10	8.3
25 to 34 years old	69	57.0
35 to 44 years old	34	28.3
45 to 54 years old	6	5.0
55 years and above	1	0.8
4- Marital Status		
Single	55	45.5
Married	59	48.8
Divorced		

Widowed	3	2.5
	3	2.5
5- Current Position		
General Manager	5	4.2
Senior Manager	7	5.8
Manager	20	16.7
Assistant Manager	25	21
Senior Executive	10	8.3
Executive	42	35
Officers	2	1.7
Clerk	8	6.7
Support Group	1	.8
6- Length of Employment		
Less than 1 year		
1 - 4 years	29	24.2
5 - 9 years	41	34.2
10 - 14 years	34	28.3
15 - 19 years	10	8.3
20 years and more	5	4.2
	1	.8
7- Years in Current Position		
Less than 1 year	51	42.5
1 - 4 years	50	41.7
5 - 9 years	15	12.5
10 - 14 years	3	2.5
	1	0.8

15 - 19 years		
8- Current Functions		
Service - Finance, Accounting, Administration, Human Resources. IT, Legal etc	80	66.7
Technical – Engineering, Maintenance, Electrician etc	9	7.5
Sales – Marketing, Corporate Communication, PR, Customer Service, Procurement & Purchasing etc	9	7.5
Operations – Production, Quality Control, Planning, Audit etc	17	14.2
Others	5	4.2

4.2.5: Mean, Standard Deviation, Variance

Fah and Hoon (2009) defined mean as the average value of data set. It constructs a mathematical number that we can use to report central tendency. While, standard deviation is used to calculate the “dispersion” or “spread”. According to Uma Sekaran (2003), in order to test the relationship between independent and dependent variables, it is necessary to know the means and standard deviations of each variable. Following table will represent the mean, std. Deviation, variance, minimum and maximum values of all the variables.

Table 4.9 shows the mean, standard deviation, variance, minimum and maximum value of the data. The results demonstrate that the mean and standard deviation scores of dependent and independent variables, such as the mean and standard deviation value for Intention to leave is (M= 2.7724, SD= .68493), for Monetary Rewards (M= 3.6467, SD= .69366), for Non-Monetary Rewards (M= 3.6333, SD= .62139), and lastly for Job Satisfaction(M=2.5771, SD=.22463). All mean scores reflect the tendency of agreement. In terms of standard deviation, which is used as a measure of dispersion, offers the spread of a distribution or the variability in the data. The standard deviation, along with mean is a very constructive tool because of the following statistical rules in a normal distribution (Sekaran, 2003).

Table 4.1: Mean, Standard Deviation, Variance, Minimum and Maximum Value

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
MRmean	120	3.50	1.50	5.00	3.6467	.69366	.481
JSmean	120	.95	2.10	3.05	2.5771	.22463	.050
NMRmean	120	3.38	1.62	5.00	3.6333	.62139	.386
ITLmean	120	3.62	1.00	4.62	2.7724	.68493	.469
Valid N (listwise)	120						

4.3 Normality Test

Normality test establish whether data is well structured by the normal distribution. Normality of all the variables is examined based on the normal distribution histogram Q-Q Plots. Coakes and Steed (2003) proposed that data distribution appears whether linear or straight line on the foundation of normal probability plot. Following tables and figures will show the normality of the data.

4.3.1 Normal Q-Q Plots

Table 4.2: Case Processing Summary of Q-Q Plot

Case Processing Summary		MR	NM	JS	IL
Series or Sequence Length		295	295	121	295
Number of Missing Values in the Plot	User-Missing	0	0	0	0
	System-Missing	0	0	1	0

Table 4.3: Estimated Distribution Parameters of Q-Q Plot

Estimated Distribution Parameters		MR	NM	JS	IL
Normal Distribution	Location	35.82	46.66	2.577	36.14
	Scale	6.942	7.634	.22463	8.703

Figure 4.0: Normal Q-Q Plot of Intention to Leave

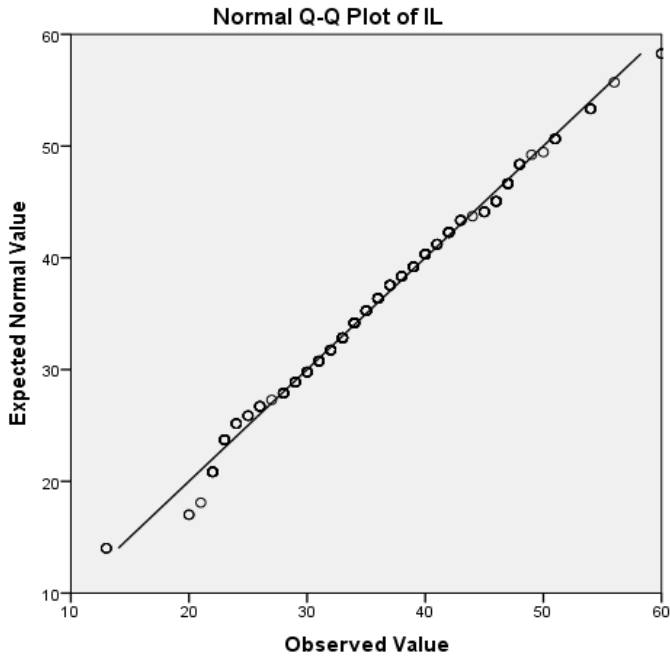


Figure 4.1 Detrended Normal Q-Q Plot of Intention to Leave

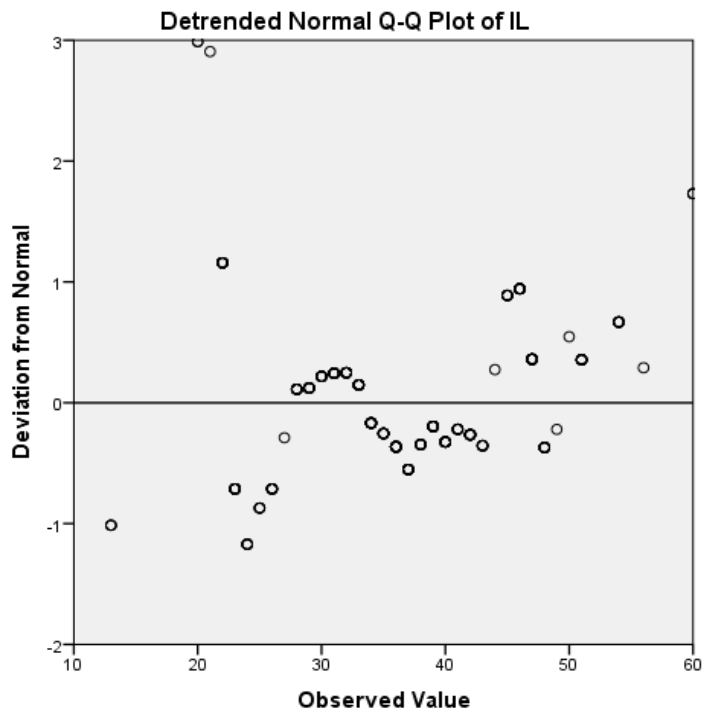


Figure 4.3: Normal Q-Q Plot of Monetary Reward

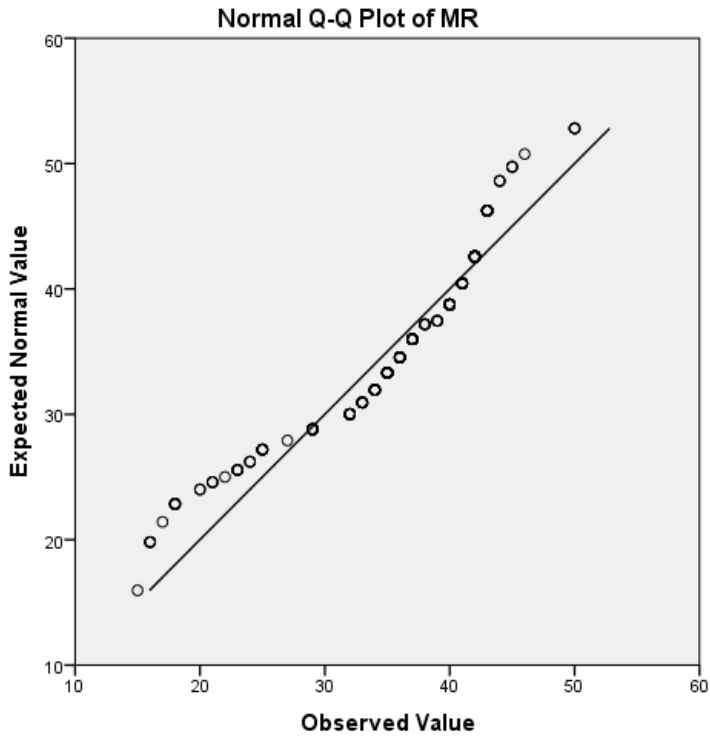


Figure 4.4: Detrended Normal Q-Q Plot of Monetary Reward

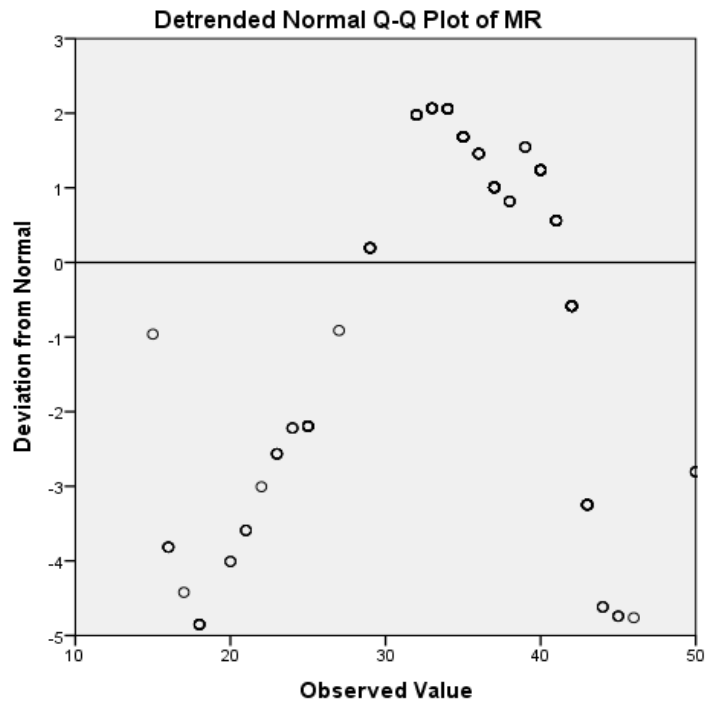


Figure 4.5: Normal Q-Q Plot of Non-Monetary Reward

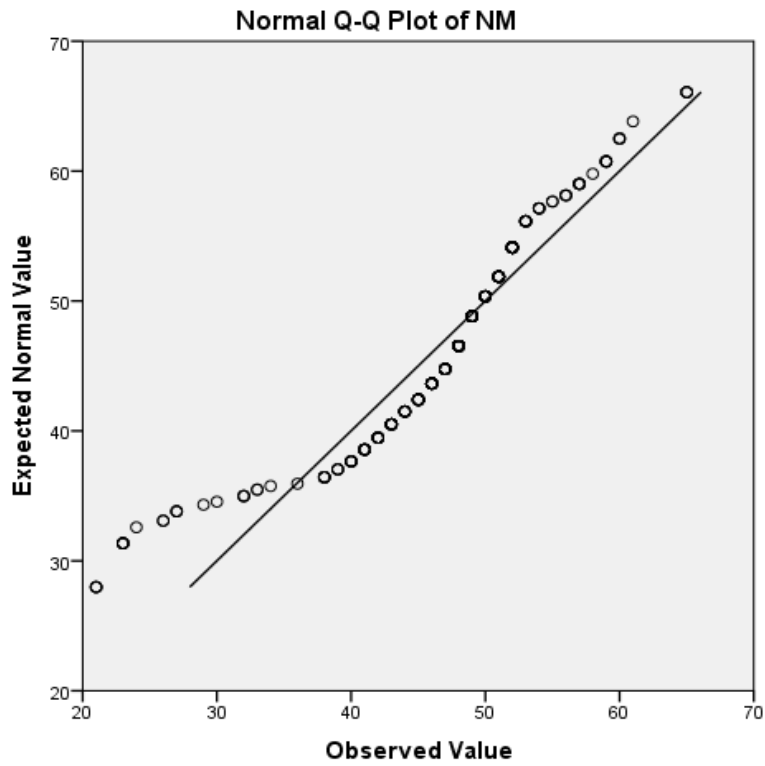


Figure 4.6 Detrended Normal Q-Q Plot of Non-Monetary Reward

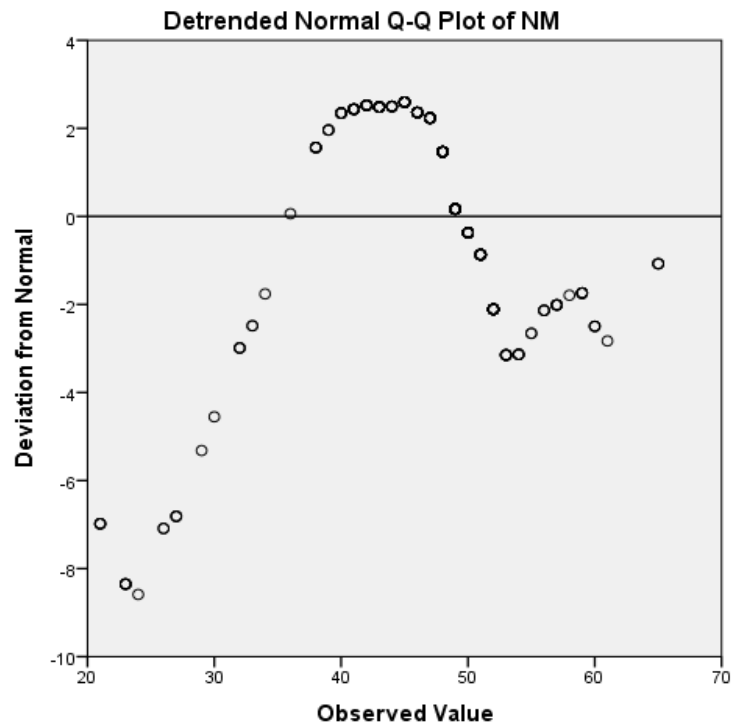


Figure 4.7: Normal Q-Q Plot of Job Satisfaction

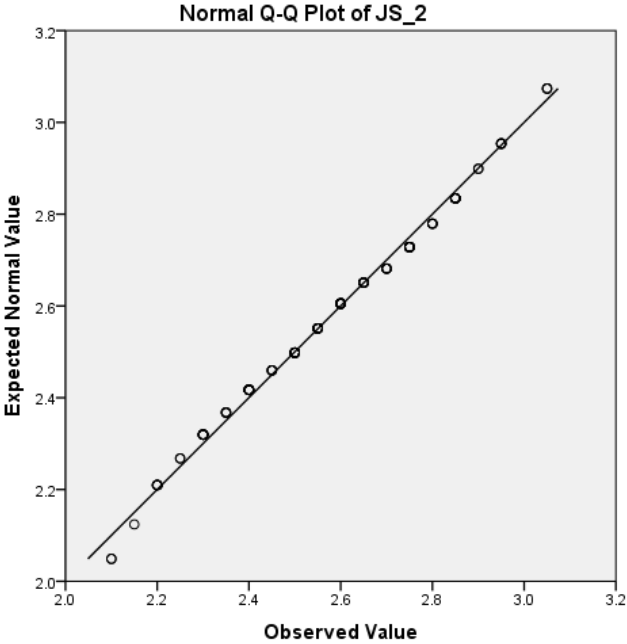
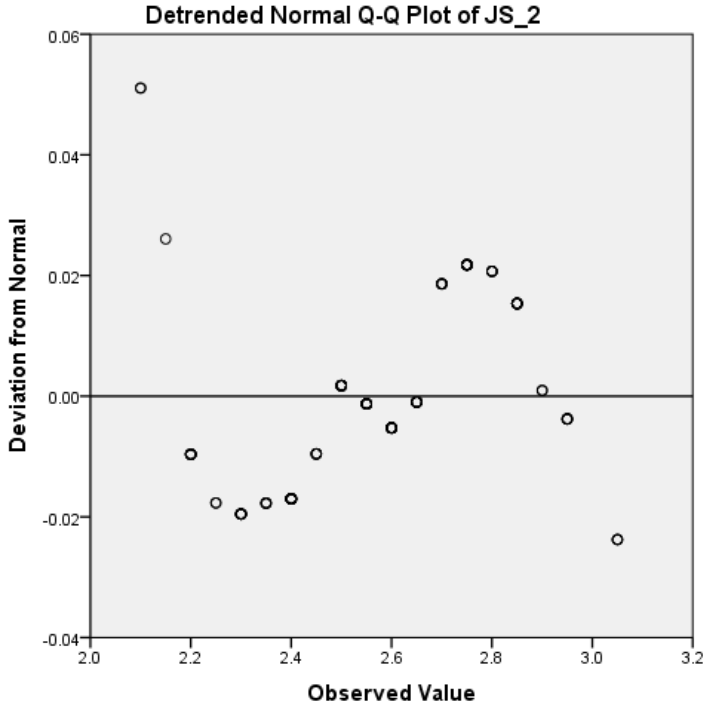


Figure 4.8 Detrended Normal Q-Q Plot of Job Satisfaction



4.4 Inferential Statistic

Inferential statistics are techniques that allow the researchers to apply the information obtained from the samples to make generalizations about the populations. It is also can be said that, statistical inference is the process of drawing conclusions from data that is subject to random variation, for example, observational errors or sampling variation. It draws conclusions and, in some cases, making predictions about the properties of a population based on information obtained from a sample.

It is more commonly used to answer cause-and-effect questions or make predictions based from the available data. However, inferential statistics do not prove causality. Thus, a proof of result always depends on the given theories, may be a statistical data obtained from the previous research by other researchers, and it is vital that such theories be clearly stated prior to using inferential statistics. For example, suppose that a researcher wants to say that on average, male workers are paid significantly more than female workers for full-time work. There might be some competing explanations that exist for this discrepancy. In this case, inferential statistics can provide evidence to prove one theory is more accurate than the other, however any ultimate conclusions about actual causality must come from a theory supported by both the data and sound logic.

In this study, the researcher will only discuss the method of Pearson correlation coefficient and linear regression that commonly being used in the inferential analysis to analyse the data.

4.4.1 Factor Analysis

This research exercises was measured to determine the factorability of the data matrix; the Kaiser-Meyer-Olkin Measure of Sampling Adequacy and the Bartlett Test of Sphericity. According to the guidelines, a Kaiser-Meyer-Olkin measure >0.9 is generally considered as excellent, >0.8 as good, >0.7 as acceptable, >0.6 as marginal, >0.5 as poor and <0.5 as unacceptable. Additionally, Factor Analysis presumes data to be normally distributed. The normality of data distribution can be observed through the Bartlett Tests of Sphericity. Data is assumed to be normally distributed if the test indicates $p < 0.005$.

Factor analysis is conducted in order to determine whether items measuring each of the variables will congregate along with the respective components.

4.4.1.0 Factor Analysis for Monetary

The table below shows two tests that indicate the suitability of the current data for structure detection. For the Kaiser-Meyer-Olkin measure of sampling adequacy, high value that is close to 1.0 generally indicates that a factor analysis may be useful with the data. The KMO obtained for the monetary is 0.900, with a sig. of 0.00. As the KMO is considered high, factor loading analysis is not necessary.

Table 4.4 : KMO and Bartlett's Test for Monetary

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.900
Bartlett's Test of Sphericity	Approx. Chi-Square	932.691
	df	45
	Sig.	.000

Then, looking at the table of Anti-Image Matrices, there is no 'a-square' value which is below than 0.50, an acceptable number as it shows that the distribution of the items is acceptable. Hence, based on the results its consists of 2 factors have been extracted with eigen value 1.1 and above which the variance value is 73.3%.

Total Variance Explained

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.222	62.218	62.218	3.748	37.477	37.477
2	1.106	11.061	73.280	3.580	35.802	73.280

Extraction Method: Principal Component Analysis.

Through the factor analysis procedure, the items in monetary will be grouped accordingly based on their mutual correlation. Referring to the table 4.10 below,

factor 1 consists of items M1 until M5. On the other hand, **factor 2** consists of M6 until M9. The item extracted is M10.

Table 4.5: Rotated Component Matrix for Monetary

Rotated Component Matrix ^a		
	Component	
	1	2
M1- My cost of living adjustment is sufficient enough to support my living	.851	
M2- I receive a worth basic salary	.835	
M3- My take home pay is reasonable	.786	
M4- I feel my current salary is commensurate to my job	.781	
M5- My current salary reflects the market trend	.693	
M6- My performance bonus reflects my job quality in organization		.839
M7- My performance bonus reflects my productivity in organization		.833
M8- There are many types of incentives offered by my organization that motivate my productivity		.827
M9- I receive merit increment that reflect my productivity and contribution in the organization		.788
M10- Allowance is paid according to my entitlement		
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Table 4.6: Items of Monetary According to Factors

Factor 1	Factor 2
M1	M6
M2	M7
M3	M8
M4	M9
M5	
No. of items = 5	No. of items = 4

By referring to the questionnaire, the researcher will be able to determine the areas that each factor is related to. For **factor 1**, M1 until M5 is measuring the pay and will be renamed as Monetary Pay; while for **factor 2**, M6 until M9 is measuring bonus and will be renamed as Monetary Bonus.

4.4.1.1 Factor Analysis for Non Monetary

The KMO obtained for the non monetary is 0.900, with a sig. of 0.00.

Table 4.7 : KMO and Bartlett's Test for Monetary

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.900
Bartlett's Test of Sphericity	Approx. Chi-Square
	932.691
	df
	45
	Sig.
	.000

Then, looking at the table of Anti-Image Matrices, there is no 'a-square' value which is below than 0.50, an acceptable number as it shows that the distribution of the items is nearly normal. Hence, based on the results its consists of 1 factor extracted with eigen value more than 7.3 which the variance value is 56.3%.

Total Variance Explained

Component	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	7.318	56.290	56.290

Extraction Method: Principal Component Analysis.

Through the factor analysis procedure, the items in monetary ir remain unchange, no regroup has been done as all the items was included in 1 factor.

Table 4.8: Rotated Component Matric for Non Monetary

Communalities	
	Extraction
I get the recognition I deserve when I do a good job	.611
I have an opportunity for advancement to higher level jobs	.588
I always clear on what are my duties and responsibilities	.525
I feel that I have chances of getting ahead on this job	.652

I know that there are many opportunities to advance within the company	.594
The feeling of satisfaction in every accomplishment I get from the job	.551
I receive recognition for my job accomplishment and contribution	.679
Promotions and transfers are made fairly	.302
I have a good understanding of my potential career moves in the company	.605
I have the opportunity to grow and learn new things and skill	.643
I received good learning opportunity	.545
The challenging task given by the organization can improve my job quality	.551
Recognition and motivation helps to improve my productivity	.471

Extraction Method: Principal Component Analysis.

4.4.1.2 Factor Analysis for Job Satisfaction

The KMO value is lower than .6, and base on the guidelines should the value is lower than 0.5 is unacceptable. Hence, the JS factor analysis would not be proceed and the variable for Job Satisfaction is remain unchanged.

4.4.1.3 Factor Analysis for Intention To Leave

The KMO obtained for the intention to leave is 0.886, with a sig. of 0.00.

Table 4.9 : KMO and Bartlett's Test for Intention To Leave

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.886
Bartlett's Test of Sphericity	Approx. Chi-Square	812.980
	df	78
	Sig.	.000

There is no 'a-square' value at the table of Anti-Image Matrices which is below than 0.50, an acceptable number as it shows that the distribution of the items is nearly normal. Therefore its only 1 factor have been extracted with eigen value more than 7.3 which the variance value is 56.3%. Therefore its only 2 factors have been extracted with eigen value is 1.5 and above which the variance value is 59.2%.

Total Variance Explained

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.215	47.805	47.805	5.896	45.353	45.353
2	1.477	11.359	59.165	1.796	13.812	59.165

Extraction Method: Principal Component Analysis.

Through the factor analysis procedure, the items in Intention To Leave will be grouped accordingly based on their mutual correlation. Referring to the table below, **factor 1** consists of items ITL 1 until ITL 9. On the other hand, **factor 2** consists of ITL12 until ITL13. The item extracted is ITL10 and ITL11.

Table 4.10: Rotated Component Matrix for Intention To Leave

Rotated Component Matrix^a

	Component	
	1	2
ITL1-This organisation does not deserves my loyalty	.853	
ITL2- Does not feel like “part of the family” in my department	.809	
ITL3- Do not feel any obligation to remain with my current employer	.792	

ITL4- Current job does not satisfying my personal needs?	.773	
ITL5- Does not look forward to another day at work?	.764	
ITL6- I will accept another job at the same compensation level should it be offered to me?	.755	
ITL7- Often considered leaving current job?	.755	
ITL8- Do thoughts of quitting your job cross your mind?	.750	
ITL9- Would not be very happy to spend the rest of my career with this department	.670	
ITL10- Do other responsibilities prevent you from quitting your job?		
ITL11- My personal values at work compromised?		
ITL12- Benefits associated with your current job prevent you from quitting?		.838
ITL13- "Fear of the unknown," prevent you from quitting?		.749

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Table 4.11: Items of Monetary According to Factors

Factor 1	Factor 2
ITL1	ITL12
ITL2	ITL13
ITL3	
ITL4	
ITL5	
ITL6	
ITL7	
ITL9	
No. of items = 9	No. of items = 2

By referring to the questionnaire, the researcher will be able to determine the areas that each factor is related to. For **factor 1**, ITL1 until ITL9 is measuring the Job Factor and will be renamed as ITL Job Factor; while for **factor 2**, ITL12 until ITL13 is measuring Bonus Factor and will be renamed as ITL Bonus Factor.

4.4.1.4 Reliability

Reliability test is vital to know the accuracy and consistency of the responses gathered from respondents (Hair, 2007). It clarifies the internal consistency, reliability and validity of the instrument which we can use to measure all the variables.

Indeed all alpha values are higher than .90. Consequently, all the variables are well thought-out to be strongly reliable and accepted. This is

justified by Hair et al (2006), who proposed that the Cronbach's alpha value less than .60 considers to be poor, range between .60 to .70 considers being moderate, in between .70 to .80 is believed to be good, in between .80 to .90 believed to be very good and .90 and more than .90 values consider to be excellent. The results of the reliability of each variable are indicated in table below.

Table 4.12: Reliability Analysis – Cronbach's Alpha

Variable	Cronbach Alpha	
	Pilot n = 15	Real Study n = 120
1 Monetary	0.93	0.93
Pay (5 Items)		0.91
Bonus (4 items)		0.91
2 Non Monetary (13 items)	0.89	0.93
3. JS (20 items)	0.79	0.80
4. ITL	0.89	0.89
Job Factors (9 items)		0.92
Bonus Factors (2 item)		0.55

ITL Bonus Factor has been removed due to the Cronbach's alpha value for is less than .60 which considers to be poor. Hence, the variables for ITL is only consist of ITL Job Factors.

4.5 Results and Discussion

The correlation analysis, multiple regression and hypothesis testing results is discussed and described further in this chapter.

4.5.1 Correlations Analysis

The correlation matrix between Monetary Pay, Monetary Bonus and Non Monetary towards ITL Job Factors has been exhibited in Table 4.13 below. There was a negative correlation between Monetary Pay, Monetary Bonus and Non Monetary towards ITL Job Factors.

The finding is compatible with previous research that identifies the Moderate correlation between Monetary Pay, Monetary Bonus and Non Monetary Rewards towards Intention To leave (Asthana, 2008; Vich & Hoon, 2002; Chuang, 2006). Monetary rewards (Pay & Bonus) and non-monetary rewards have a moderate negative linear relationship with intention to leave since both of the r-values are in negative, which indicates that those organizations which do not practice Monetary Pay, Monetary Bonus and Non monetary Rewards, workers of those organizations has no intention to stay.

Employees in Syarikat Prasarana Negara Berhad really look into these three factors to continue their employment in this company. This is due to the high cost of living at Kuala Lumpur city which lead them to put these factors as the strong link to the intention to leave.

This can be proven base on the demographic factor which is 59.7% of the respondents consists of clerk until senior executive position. They will totally looked on the reward given and would not hesitate to quit should there is better reward offer from the other company. Unlike for the position Manager and above, PRASARANA provided with various fixed allowance such transportation, mobile, position and etc.

On top of that, Job Satisfaction doesn't have relationship with the ITL Job Factors. Meaning to say, the employees will not have any Intention To Leave even though that they were dissatisfied with their job. Hence, it was proven based on the last research that there is no relationship between Job Satisfaction and Intention To Leave.

Table 4.13: Correlation Analysis

Bil.	Independent Variable	ITL coz Job
1	Monetary base Pay	- 0.51**
2	Manetary based Bonus	- 0.61**
3	Non Monetary	-0.66**

4	Job Satisfaction	-0.04
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**p<0.01

4.5.2 Multiple Regressions Analysis

Based on the multiple regression analysis below, showed that only Monetary Bonus and Non Monetary which concluded of 49% variance towards ITL Job Factors while the rest is 51% concluded by the other factors which is not included in this reserach. Further, from the regression analysis it is found that only Monetary Bonus and Non Monetary variables are significantly affect dependent variable which is ITL Job Factors(F = 27.15, p< 0.05). It can be derived from the negative Beta correlation with Monetary Bonus ($\beta = -0.28$) and Non Monetary ($\beta = -0.43$), significance level of p<0.05 while both p-values (Monetary Bonus & NMR) are less than 0.05. Complete results as per table below.

The results is consistent with past studies towards the Intention to leave where the main factors which actually influenced most employess who stays and working in the town area is the Monetary and Non Monetary Rewards (Kerrin & Oliver, 2002; Steers & Potter, 1991; Amstrong & Murlis, 1991; Chan & Woo, 1995).

Table 4.14: Regression Analysis, Beta Value

Independent Variable	Beta	t	Sig.
Monetary base Pay	-0.06	-0.57	0.57
Manetary based Bonus	-0.28	-2.70	0.008**

Non Monetary	-0.43	-4.55	0.000**
Job Satisfaction	-0.03	-0.48	0.63
** p<0.05			
r ² = 0.49 Nilai F = 27.15 Sig. F = 0.000			

As we can see that majority of the respondents are ‘Assistant Managers’ and ‘Executives’, even though the turnover rate a bit high on 2012 but the company manage to reduce the rate on 2013. This is in line with the company decision undertook a massive corporate re-structuring exercise to further improve the company’s position as an urban public transport provider as well as strengthen its capability in generating revenue, then the company may focus on the re-branding and salary adjustment to keep the harmonization within the company. The salary adjustment is not just an instant or ad-hoc project, the board directors has decided that this project will be proceed again after 3 years time. Therefore, it is one of the retention programs and can be considered as a satisfaction for employees so that the organizational commitment behaviour can be increased.

Taking cue from that, Human Capital Division is taking the initiative to implement ‘Salary Remuneration Review and Career Ladder Scheme Establishment (SCALE) project to improve the organization’s capability on attracting, developing and retaining the key workforce. The objectives of the projects are; 1) Study and align the salary band according to Consumer Price Index (CPI) which reflect the average change over time in the prices paid by employee for consumer goods and services. 2) Determine the prevailing salary band as per “benchmark” against industry player to improve the

organization competitiveness for talent acquisition. 3) Improve Employer Value Proposition to attract top talent in the market to join the organization and helps to uplift the performance and aspiration in becoming world class service provider. 4) Improve motivation and retain internal talent to stay loyal to the organization.

Other than that, due to operational expansion and new business direction, numbers of new role and function has been created. Resulting significant grow of manpower and high number of new job being designed. A good Job Management practise will ensure newly created position was done properly based on the business needs taking consider few elements namely; 1) Efficient Organizational Structure design to ensure manpower optimization and improve decision making. 2) Job created is based on functions not incumbent fitting based on the know-how, problem solving and accountability align with industry practice. 3) A proper function, role and responsibility cascading down to ensure high performance and target achieved through a systematic Job Description design.

The majority of respondents, 30 percent are assistant managers; second largest group is executives following along with managers by 25.8 and 16.7 percent respectively. A total of 86.7 percent of the respondents are working in the organization for less than 10 years, while 13.3 percent are working for more than 10 years.

4.5.3 Hypothesis Testing Result

Based on the analysis, it can be concluded that there is a significant relationship between all independent variables factors and dependent variables towards Employees of Syarikat Prasarana Negara Berhad. The analysis also proven that there is a relationship between Monetary Pay, Monetary Bonus and Non Monetary towards Intention To Leave (Job Factor). The results of hypothesis testing are as summarized in Table 4.15.

Table 4.15: Hypothesis Testing Result

Hypothesis		Result
H1 :	There is relationship between Monetary Pay and Intention To Leave	Accepted
H2 :	There is relationship between Monetary Bonus and Intention To Leave	Accepted
H3 :	There is relationship between Non Monetary Rewards and Intention To Leave	Accepted
H4 :	There is relationship between Job Satisfaction and Intention To Leave	Not Accepted

Based on the analysis made, it can be said that all of the independent variables have an influence or there is a relationship between Monetary Pay, Monetary Bonus and Non Monetary Rewards towards the Intention To Leave (Job factor). However, a variable of Job Satisfaction has no influence to Intention To Leave.

4.7 Conclusions

This chapter presents findings of the study to respond each of the three research questions. It starts with the respond rates followed by descriptive analysis. Then it presents the normality test of the results. At the end of the chapter factor analysis had been conducted and again the reliability analysis for the new factor conducted followed by pearson correlation and linear regression analysis had conducted to test the hypothesis. Next chapter focuses on the recommendation of the findings, implications, directions for future research and conclusion of the study.

CHAPTER 5

RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

In this final chapter, it grants the recommendations and conclusions of the study. It designs to examine the influence of rewards (monetary and non-monetary) and job satisfaction toward employee's intention to leave. This chapter is divided into three sections. The first section is discussion on limitation that researcher faces during this studies. The second section, some recommendations for future research are proposed, and the research implications and conclusion were discussed in the last part of this chapter.

5.1 Implication of the study

The findings of this study have both knowledge and managerial implication. This will be discussed under the following sections.

5.1.1 Knowledge Implication

Findings from the hypotheses tested in this study have gone beyond the conceptual study by previous researchers (Waiganjo et al. 2012). As noted earlier, past research has been conducted on the wider perspective without limited attention to financial industry. Thus limiting this study to financial industry has contributed to the existing knowledge in this domain. In addition while reviewing relevent litersture on SHRM and

firm performance, it is pertinent to transportation industry that majority of previous study was conducted within the manufacturing and financial industry.

Nevertheless, the present study was undertaken in a developing industry and was limited to financial company. This it is hoped would guide future studies and motivate new investigations that would lead to future research in this field.

5.1.2 Managerial Implication

As identified earlier, the research can be conducted in wider perspective and obtain the response by the respondents in various areas (outside Kuala Lumpur).

The significant factors to be discussed are management direction towards its roles by identifying the needs on both dependent variables. It contains shareholders, managers, human resource practitioners, reporting supervisors and its peers. The entire identified group should re-look as this is a foundation / a guideline / base to retain its best talents. With this findings, may help the future research which be significant to identify the type of rewards for both elements for reward design.

Nevertheless, the present study was undertaken in a unindustrialized reward design. This is not only to conceptualize but for execution.

5.2 Limitations

Firstly, due to the time constraint, the sample size of this study was quite small for the result to be generalizable. This may be due to the fact that, during the period of data collection, most of the respondents were not at the office as they are fully occupied with

their studies and classes. A larger sample might produce different implications. A more diverse sample will produce result and bring out different implications. A more diverse sample will produce results that are more generalizable.

Secondly, the survey was conducted and focused only for employee of PRASARANA at Bangsar office only. As different location and nature of business may have different impact and the result may be different. This cannot be generalized the findings of other areas. The questionnaire was conducted in anonymous. Hence, it is limited to be analyzing on general individual and institution needs. The survey was not administrated firmly as it has been emailed directly to respondents.

Thirdly, another limitation in this study is regarding to the accuracy of the data from the respondents who consists of lower level position with average academic qualification. This might be due to their perception which tends to believe any lower marks they have scored for the questionnaire could affect their performance, despite of clear statement that no name was required and the result are to analyzed collectively rather than individually.

5.3 Recommendation

Consequence from the survey notifies that monetary and non-monetary have a moderate negative linear relationship with intention to leave. This is based on its r-values are negative which emphasize that the organization who does not practice the both monetary and non-monetary reward efficiently will lead to intention to leave.

Monetary Pay & Bonus has higher correlation which it is not surprising as nowadays monetary is most important to keep them loyal and stay longer. This might be due to current cost of living, demand of current life-style and social responsibility. Organisation can retain the best talents by recognising employee's contribution to organisation (1997). It may translate into reward given.

Referring to regression table above, it has been identified that only 49% respondents are related to the intention to leave, otherwise the remaining 51% are maybe will influenced by other factors which not studied or identified in this research.

It is also recommended that research should be conducted to link the retaining of the employee in the organization as this research has focus on the indentifying the intention to leave, the research on reducing the intention to leave could make this research more meaningful.

The more specific factor of reward and more dimensions on job satisfaction could also make the research more useful to the organization. This can add more variety on detecting the employee intention to leave among employee in the organization. This research could also do in various type of organization and level of position to see the how the employee in different level of position and higher skilled employee value their reward given and also the job satisfaction differently.

5.4 Future Research

Firstly, this study could greatly benefit if the sample size is larger as a larger sample might produce better result. The period of data collection should be longer so that more employees can be participated in the study.

Secondly, the researcher could include other factor that lead to turn over such as job stress, organizational commitment and safety climate. Furthermore, future researches can emphasize more on human resource policies such as procedure of recruitment and selection. Research also can be conducted in the servicing area. This is because most of the previous studies were done at manufacturing area or education field.

Lastly, an annual survey can help the Human Capital Division to measure employees retention program on reducing the turnover rate. A standardized measurement tool is required to ensure the consistency of the factors used, although special circumstances may be required to the addition or removal of certain factors.

5.5 Conclusions

The purpose of this research study is to identify the stronger relationship between the Monetary, Non Monetary and job satisfaction with intention to leave. The result gathered after analyzing the data acquired from the research questionnaire that has been developed before explained that only Monetary and Non Monetary has the relationship with the significant value of 0.000. Job Satisfaction variable was not significant with Intention to Leave.

The researcher found that both of the independent only constitute of 49% variance towards ITL Job Factors while the rest is 51% concluded by the other factors which is not included in this reserach, should be the variables that will explain the gap of the model. There are many other variable that could lead to intention to leave such as job burn out, motivation, organizational commitment also could be included to study on the intention to leave or turnover intention.

In summary, monetary pay, monetary bonus and non-monetary reward have the significant relationship towards employee retention. By this result, it may help the organisation to re-form and re-design its reward system and determine which is able to play the strategic role in employee retention plan. As this is only for foundation, however, it should not be eliminate.

By executing this through the Human Strategic Management dimensions and its platform, this will able to simplify the aim to achieve its target. Hence, Syarikat Prasarana Negara Berhad should think about the benefit of incorporating these reward system in its overall strategic exercise on this employee retention plan.

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APPENDIX



RESEARCH TITLE:

**REWARDS, JOB SATISFACTION AND INTENTION TO LEAVE:
A CASE STUDY AT SYARIKAT PRASARANA NEGARA BERHAD.**

Dear respondent,

Your response will be kept strictly confidential. Thank you very much for your time and cooperation. We greatly appreciate your cooperation and help in furthering this research endeavour.

Prepared By:
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How to complete the questionnaire?

Please answer the statements below by placing a circle around the number which most closely matches your opinion or to the best of your knowledge.

Example of how to use the rating scales:

Every human being has five senses.

Strongly Disagree		←————→		Strongly Agree	
1	2	3	4	5	

By circling the rating 5, therefore you would be saying that you are strongly agreed with the given statement.

SECTION A: MONETARY REWARDS	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
I receive a worth basic salary	1	2	3	4	5
My cost of living adjustment is sufficient enough to support my living	1	2	3	4	5
I feel my current salary is commensurate to my job	1	2	3	4	5
My current salary reflects the market trend	1	2	3	4	5
My take home pay is reasonable	1	2	3	4	5
I receive merit increment that reflect my productivity and contribution in the organization	1	2	3	4	5
My performance bonus reflects my productivity in organization	1	2	3	4	5
My performance bonus reflects my job quality in organization	1	2	3	4	5
There are many types of incentives offered by my organization that motivate my productivity	1	2	3	4	5
Allowance is paid according to my entitlement	1	2	3	4	5

SECTION B: NON-MONETARY REWARDS	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
I get the recognition I deserve when I do a good job	1	2	3	4	5
I have an opportunity for advancement to higher level jobs	1	2	3	4	5
I always clear on what are my duties and responsibilities	1	2	3	4	5
I feel that I have chances of getting ahead on this job	1	2	3	4	5
I know that there are many opportunities to advance within the company	1	2	3	4	5
The feeling of satisfaction in every accomplishment I get from the job	1	2	3	4	5
I receive recognition for my job accomplishment and contribution	1	2	3	4	5
Promotions and transfers are made fairly	1	2	3	4	5

I have a good understanding of my potential career moves in the company	1	2	3	4	5
I have the opportunity to grow and learn new things and skill	1	2	3	4	5
I received good learning opportunity	1	2	3	4	5
The challenging task given by the organization can improve my job quality	1	2	3	4	5
Recognition and motivation helps to improve my productivity	1	2	3	4	5

SECTION C: JOB SATISFACTION	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
I have the chance to do different things from time to time	1	2	3	4	5
I have the opportunity to participate in determining the methods, procedures and goals in my job	1	2	3	4	5
I have the ability to do things that do not go against my conscious	1	2	3	4	5
I have the chance to do things for other people	1	2	3	4	5
I have the chance to tell people what to do	1	2	3	4	5
The work in this organization keep me busy all the time	1	2	3	4	5
I get the feeling of worthwhile accomplishment from the work in the organization	1	2	3	4	5
I have the opportunity to perform up to my abilities	1	2	3	4	5
I feel satisfied with the extend to which my job gives me a definite place in the community	1	2	3	4	5
I have the opportunity to work alone on my job	1	2	3	4	5
I have the freedom to use my own judgment at work	1	2	3	4	5
I feel that my salary is fair for the kind of job I perform	1	2	3	4	5
I feel satisfied with the way that the job provides for steady employment	1	2	3	4	5
I feel satisfied with the working conditions in the organization (air-conditioning, lighting, ventilation, etc.)	1	2	3	4	5
I feel satisfied with the way my Manager helps make my job more pleasant	1	2	3	4	5
I feel satisfied with the way my Manager feels each employee is important	1	2	3	4	5
I feel satisfied with the recognition I get for a job well done	1	2	3	4	5
I am satisfied with the chance for advancement in this organization	1	2	3	4	5
I feel satisfied with the way my peers get along with one another	1	2	3	4	5
I am satisfied with the way work policies in this	1	2	3	4	5

organization are put into practice					
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SECTION D: INTENTION TO LEAVE THE ORGANISATION	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Often considered leaving current job?	1	2	3	4	5
Current job does not satisfying my personal needs?	1	2	3	4	5
My personal values at work compromised?	1	2	3	4	5
I will accept another job at the same compensation level should it be offered to me?	1	2	3	4	5
Does not look forward to another day at work?	1	2	3	4	5
Do other responsibilities prevent you from quitting your job?	1	2	3	4	5
Benefits associated with your current job prevent you from quitting?	1	2	3	4	5
“Fear of the unknown,” prevent you from quitting?	1	2	3	4	5
Do thoughts of quitting your job cross your mind?	1	2	3	4	5
Would not be very happy to spend the rest of my career with this department	1	2	3	4	5
Does not feel like “part of the family” in my department	1	2	3	4	5
This organization does not deserves my loyalty	1	2	3	4	5
Do not feel any obligation to remain with my current employer	1	2	3	4	5

SECTION E: DEMOGRPHIC CHARACTERISTICS

The following questions deals with the basic characteristics of your business and some information about yourself

1.1 Gender
 Male Female

1.2 Race
 Malay
 Chinese
 Indian
 Others (Please specify) : _____

1.3 Age	1.4 Marital Status
<input type="checkbox"/> 20 and below	<input type="checkbox"/> Single
<input type="checkbox"/> 21 to 30 years old	<input type="checkbox"/> Married
<input type="checkbox"/> 31 to 40 years old	<input type="checkbox"/> Divorced/Separated
<input type="checkbox"/> 41 and above	<input type="checkbox"/> Widowed

1.5 Length of employment in this company

- 2 years and below
- 3 - 6 years
- 7 - 19 years
- 20 years or more

1.6 Current Position

- Senior Manager/SVP Manager/VP
- Assistant Manager/AVP Senior Executive/S. Assoc
- Executive/Assoc
- Clerk/Assistant
- Others (Please specify): _____

1.7 Years in current position

- Less than 1 year
- 1 - 4 years
- 5 - 9 years
- 10 - 14 years
- 15 - 19 years
- 20 years or more

1.8 Function of your current work

- Services – Finance, Accounting, Administration, Human Resource, IT, Legal etc
- Technical – Engineering, Maintenance, Electrician etc
- Sales – Marketing, Corporate Communication, PR, Customer Service, Procurement & Purchasing etc
- Operations – Production, Quality Control, Planning, Audit etc
- Others (Please Specify): _____

Thank you