

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

By

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MASTER OF HUMAN RESOURCE MANAGEMENT

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Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business,

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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

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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:
Saiful Hakim Bin Razali
Master in Human Resource Management,
School of Business, University Utara Malaysia.

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
 20 and below
 21 to 30 years old
 31 to 40 years old
 41 and above

1.4 Marital Status
 Single
 Married
 Divorced/Separated
 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