

**FACTORS THAT INFLUENCE THE RESIGNATION INTENTION
AMONG MIDDLE MANAGERS IN
TENAGA NASIONAL BERHAD**

By

NIK AFIAH ABDUL HALIM

**Dissertation Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Master Degree of
Human Resource Management**

PERMISSION TO USE

In presenting this dissertation in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this dissertation in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or in their absence, by the Dean of the Postgraduate studies of College of Business. It is understood that any copying or publication or use of this dissertation or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman

ABSTRACT

Employee resignations in nearly all organizations worldwide have raised great concerns. Rapid exit of employees presents serious obstacles to the organizations in achieving their organizational goals. Employee resignation should be analysed in order to forecast future losses and to identify various reasons for people leaving the organization. Hence, the scope of this research concentrates on the middle managers in Tenaga National Berhad because this group is the major contributor to the total resignation in this organization which is 200 out of 2270 middle managers had resigned for the past five years (1st January 2008 until 31st December 2012). TNB is now struggle to cope with the shortage of competent manpower to support the company in diversifying its business overseas, whilst at the same time defending company's core business in Peninsular Malaysia. Thus, the overall purpose of this research is to find out the factors that influence the resignation intention among middle managers.

Regression results indicated that pay and benefits, career advancement, recognition and senior leadership had explained 55.5% variances of resignation intention. The findings also concluded that pay and benefits and senior leadership have significant relationship with resignation intention. Meanwhile, career advancement and recognition have no relationship with resignation intention. Moreover, pay and benefits produced the highest influence on resignation intention among middle managers. It can be stated that compensation is a motivating factor to most middle managers in TNB according to need based and process theories of retention.

Keywords: Resignation Intention, Pay and Benefits, Career Advancement, Recognition, Senior Leadership

ABSTRAK

Perletakan jawatan atau penamatan perkhidmatan oleh pekerja secara sukarela amat membimbangkan bagi semua organisasi di seluruh dunia. Jumlah perletakan jawatan yang terlalu tinggi dapat memberi kesan yang serius serta dapat menghalang sesebuah organisasi dari mencapai matlamat yang telah ditetapkan. Perletakan jawatan oleh pekerja harus dikaji dengan teliti bagi mengenalpasti kerugian sebenar syarikat dan pada masa yang sama juga mengenalpasti punca pekerja meninggalkan syarikat. Oleh yang demikian, skop kajian ini disasarkan kepada pekerja pengurusan pertengahan di Tenaga Nasional Berhad berikutan kumpulan ini telah menyumbang kepada jumlah perletakan jawatan tertinggi di syarikat ini, yang mana 200 daripada 2270 pekerja pengurusan pertengahan telah meninggalkan syarikat dalam tempoh lima (5) tahun bermula dari 1 Januari 2008 sehingga 31 Disember 2012.

TNB kini mengalami kesulitan akibat kekurangan tenaga kerja yang kompeten di dalam perluasan bisnes luar negara yang juga pada masa yang sama perlu mempertahankan bisnes teras di Semenanjung Malaysia. Sehubungan dengan itu, tujuan sebenar kajian ini dijalankan adalah bagi mengenalpasti faktor-faktor yang boleh mempengaruhi niat atau hasrat untuk meninggalkan syarikat di kalangan pekerja pengurusan pertengahan di TNB.

Keputusan daripada analisa regrasi menunjukkan faktor gaji dan ganjaran faedah, pembangunan kerjaya, penghargaan dan kepimpinan pengurusan tertinggi mempunyai 55.5% variasi terhadap hasrat untuk meletakkan jawatan. Hasil daripada kajian ini juga mengesahkan bahawa faktor gaji dan ganjaran faedah dan kepimpinan pengurusan tertinggi mempunyai signifikansi hubungan dengan hasrat untuk meletak jawatan. Walau bagaimanapun, pembangunan kerjaya dan penghargaan tidak mempunyai hubungan dengan hasrat untuk meletak jawatan. Rumusan daripada kajian ini menjelaskan gaji dan ganjaran faedah adalah faktor tertinggi yang mempengaruhi hasrat untuk meletak jawatan di kalangan pekerja pengurusan pertengahan. Ini menunjukkan bahawa faktor gaji dan ganjaran faedah merupakan pemangkin atau motivasi utama kepada kebanyakan pekerja pengurusan pertengahan di TNB berdasarkan kepada proses teori dalam mengekalkan kesetiaan pekerja terhadap organisasi.

Kata kunci: Hasrat untuk Meletak Jawatan, Gaji dan Gajaran Faedah, Pembangunan Kerjaya, Penghargaan dan Kepimpinan Pengurusan Tertinggi

ACKNOWLEDGEMENT

First and above all, I am grateful to Allah the Almighty who gave me a great strength, courage, patience, health, energy and ability to accomplish my dissertation. Encouragement, helpful advices, corrections and overall support are the key elements that assist me along the completion of the dissertation. I would like to express my deepest gratitude to my supervisor, Dr. Tan Fee Yean for her valuable guidance, immense knowledge, enthusiasm and cooperation. I could not have imagined having a better supervisor and mentor through the learning process of this Master dissertation.

Acknowledgement would be incomplete without extending my gratitude to my mother, Puan Nik Saidah Nik Mohamed for her endless love, which has always supported, encouraged, believed in me and prays for my health and successful completion of my dissertation. I love my mom so much, and I would not have made it this far without her. In addition, I would like to thank my husband, Mohd. Faizal for his love, kindness, understanding and support through the duration of my studies. He has thought me so much about sacrifice, discipline and compromise.

Last, but by no means least, special thank to my best friends and colleagues who inspired my final effort despite the enormous work pressures that I am facing. I have been fortunate to come across many funny and good friends. Without them, my life would be bleak.

Thank you

Nik Afiah binti Abdul Halim (810961)
College of Business, UUM

TABLE OF CONTENTS

| | |
|--|-------------|
| PERMISSION TO USE | ii |
| ABSTRACT | iii |
| ABSTRAK | iv |
| ACKNOWLEDGEMENT | v |
| TABLE OF CONTENTS | vi |
| LIST OF TABLES | viii |
| LIST OF FIGURE | ix |
| | |
| 1.0 CHAPTER 1: INTRODUCTION | |
| 1.1 Background of Study | 1 |
| 1.2 Problem Statements | 5 |
| 1.3 Research Questions | 14 |
| 1.4 Research Objectives | 14 |
| 1.5 Scope of the Study | 14 |
| 1.6 Significance of the Study | 15 |
| 1.7 Definition of Key Terms | 16 |
| | |
| 2.0 CHAPTER 2: LITERATURE REVIEW | |
| 2.1 Introduction | 18 |
| 2.2 Definition & Conceptualization of Variables | 18 |
| 2.2.1 Resignation Intention | 19 |
| 2.2.2 Pay and Benefits | 23 |
| 2.2.3 Career Advancement | 25 |
| 2.2.4 Recognition | 27 |
| 2.2.5 Senior Leadership | 28 |
| 2.3 Gaps in the Literature Review | 31 |
| 2.4 Underlying Theory | 33 |
| 2.5 Research Framework | 34 |
| 2.6 Hypothesis Development | 35 |
| 2.6.1 Pay and Benefits and Resignation Intention | 36 |
| 2.6.2 Career Advancement and Resignation Intention | 38 |
| 2.6.3 Recognition and Resignation Intention | 40 |
| 2.6.4 Senior Leadership and Resignation Intention | 42 |
| 2.7 Conclusion | 44 |
| | |
| 3.0 CHAPTER 3: RESEARCH METHODOLOGY | |
| 3.1 Introduction | 45 |
| 3.2 Research Design | 45 |
| 3.3 Population and Sample | 47 |
| 3.3.1 Sample Size | 47 |
| 3.4 Questionnaire Design | 51 |
| 3.5 Measurements | 54 |
| 3.5.1 Dependent Variable | 55 |
| 3.5.2 Independent Variables | 56 |

| | |
|---|----|
| 3.0 CHAPTER 3: RESEARCH METHODOLOGY | |
| 3.6 Pilot Study | 59 |
| 3.7 Data Collection | 60 |
| 3.8 Data Analysis | 60 |
| 3.9 Conclusion | 61 |
| 4.0 CHAPTER 4: DATA ANALYSIS AND FINDINGS | |
| 4.1 Introduction | 62 |
| 4.2 Rate of Response | 62 |
| 4.3 Demographic Profile of the Respondents | 63 |
| 4.4 Reliability Analysis | 64 |
| 4.5 Descriptive Statistics | 65 |
| 4.6 Correlation Analysis | 66 |
| 4.7 Regression Analysis | 67 |
| 4.8 Hypotheses Testing | 69 |
| 4.9 Conclusion | 70 |
| 5.0 CHAPTER 5: DISCUSSION | |
| 5.1 Introduction | 71 |
| 5.2 Discussion | 71 |
| 5.3 Limitations of the Study & Suggestions for Further Research | 78 |
| 5.4 Conclusion | 80 |
| 6.0 REFERENCES | 81 |
| 7.0 APPENDICES | 95 |
| Appendix A | |
| Appendix B | |

LIST OF TABLES

| | | |
|-----------|---|----|
| Table 1.1 | Middle Managers Resignation from 1 January 2008 until 31 December 2012 | 6 |
| Table 3.1 | Total Respondents by Divisions | 50 |
| Table 3.2 | Layout of the Questionnaires | 53 |
| Table 3.3 | Dependent Variable | 55 |
| Table 3.4 | Independent Variables | 56 |
| Table 3.5 | Cronbach's Alpha Reliability Test | 60 |
| Table 4.1 | Response Rate | 63 |
| Table 4.2 | Demographic Profile of the Respondents | 63 |
| Table 4.3 | Cronbach's Alpha Values for Items in Pay and Benefits, Career Advancement, Recognition, Senior Leadership and Resignation Intention | 64 |
| Table 4.4 | Descriptive Statistics | 66 |
| Table 4.5 | Strength of Linear Relationship | 66 |
| Table 4.6 | Correlation between Variables | 67 |
| Table 4.7 | Regression of Factors that Influence Resignation Intention among Middle Managers in TNB | 69 |
| Table 4.8 | Summary Result of Hypotheses Testing | 69 |

LIST OF FIGURES

| | | |
|------------|---|----|
| Figure 1.1 | The Plan Lays Down the Path Towards Realizing TNB Vision of Global Leadership | 3 |
| Figure 1.2 | Exit Interview Results by Reasons | 7 |
| Figure 1.3 | Satisfaction Scores by Engagement Factor (Summary of Findings) | 8 |
| Figure 2.1 | Turnover Classification Scheme | 22 |
| Figure 2.2 | Theoretical Framework | 35 |

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF STUDY

Tenaga Nasional Berhad (TNB) is the largest electricity utility in Malaysia and also the largest power company in Asia with almost RM87 billion in assets. The Company is listed on the main board of Bursa Malaysia and employs 33,500 people to serve an estimated 8.3 million customers in Peninsular Malaysia and also the eastern state of Sabah through Sabah Electricity Sdn. Bhd. (SESB).

Set up as the Central Electricity Board (CEB) of the Federation of Malaya in 1949, TNB has powered national development efforts for more than 60 years by providing reliable and efficient electricity services. While concentrating on three core business (generating, transmitting and distributing) electricity, TNB has diversified their business into the manufacture of transformers, high voltage switchgears and cables, the provision of professional consultancy services, architectural, repair and maintenance and also engages in research and development, property development, management services and academic services through its university, Universiti Tenaga Nasional (UNITEN). In Peninsular Malaysia, TNB is the major contributor to the total industry capacity through eight thermal stations and three major hydroelectric schemes. The company also owns and operates their Independent Power Producer located in Pakistan.

In 2005, the Company embarked on a 20-Year Strategic Plan which TNB believes in providing service excellence and aims to attain global leadership by 2021. The greater

The contents of
the thesis is for
internal user
only

REFERENCES

- Ab. Aziz, Y. (2009). Effective Performance Appraisal. A Key Performance Indicator (KPI) Towards Organisational Excellence. Arah Publications.
- Abassi, S.M., & Hollman, K.W. (2000). Turnover: The Real Bottom Line. *Journal of Public Personnel Management*, 29(3), 333-342.
- Abdali, F. (2011). Impact of Employee Turnover on Sustainable Growth of Organization in Computer Graphics Sector of Karachi, Pakistan. *Afro Asian Journal of Social Sciences*, 2(2.4), 1-27.
- Adams, S. (2011). The Nature and Importance of Leadership. Retrieved July 10, 2013 from http://www.sagepub.com/upm-data/45143_Gill_2e.pdf
- Aguenza, B.B., & Ahmad, P.M.S. (2012). Motivational Factors of Employee Retention and Engagement in Organizations. *International Journal of Advances in Management and Economics*, 1(6), 88-95.
- AHM Shamsuzzoha & Md. Rezaul, H.S. (2007). Employee Turnover - A Study of its Causes and Effects to Different Industries in Bangladesh. Retrieved February 8, 2013 from <http://web.tuke.sk/fvtpo/journal/pdf07/3-str-64-68.pdf>
- Allen, D.G. (2008). Retaining Talent. A Guide to Analysing and Managing Employee Turnover. Retrieved February 8, 2013 from <http://www.shrm.org/about/foundation/research/documents/retaining%20talent-%20final.pdf>
- Almutairi, D.O., Moradi, E., & Idrus, D. (2008). Factors Influencing Turnover among Saudi Nurses. Retrieved July 13, 2013 from http://academia.edu/795094/Factors_Influencing_Turnover_Among_Saudi_Nurses_A_Literature_Review
- Altman, D., Burton, N., Cuthill, I., Festing, M., Hutton, J., & Playle, L. (2006). Why Do a Pilot Study. Retrieved April 19, 2013 from <http://www.nc3rs.org.uk/downloaddoc.asp?id=400>
- Anvari, R., Amin, S.M., Ahmad, U.N.U., Seliman, S., & Garmsari, M. (2011). The Relationship between Strategic Compensation Practices and Effective Organizational Commitment. *Interdisciplinary Journal of Research in Business*, 1(2), 44-55.
- Aon Hewitt (2011). TNB Employee Engagement Survey.
- Arms, D. (2010). 'How to Retain Your Employees'. *Journal of Strategic Finance*, 92(3), 19-22.
- Atchley, R.C. (1996). Frontline Workers in Long Term Care: Recruitment, Retention and Turnover Issues in an Era of Rapid Growth. Retrieved March 15, 2013 from

- <http://sc.lib.muohio.edu/bitstream/handle/2374.MIA/104/fulltext.pdf>
- Atif, A., Ijaz, U.R., Ab. Nasir, & Nadeem, S. (2011). Employee Retention Relationship to Training and Development: A Compensation Perspective. *African Journal of Business Management*, 5(7), 2679-2685.
- Barnes, G., Crowe, E., & Schaefer, B. (2012). The Cost of Teacher Turnover in Five School Districts: A Pilot Study. Retrieved May 20, 2013 from <http://nctaf.org/wp-content/uploads/2012/01/NCTAF-Cost-of-Teacher-Turnover-2007-full-report.pdf>
- Barrett, D.J. (2006). Leadership Communication: A Communication Approach for Senior- Level Managers. Handbook of Business Strategy. Emerald Group Publishing, 385-390.
- Bernardin, J.H. (2007). Compensation: Base Pay and Fringe Benefits. Retrieved June 2, 2013 from <http://mhanswers-auth.mhhe.com/management/human-resource-management/compensation-base-pay-and-fringe-benefits>
- Bertram, D. (2007). Likert Scales. Retrieved April 19, 2013 from <http://poincare.matf.bg.ac.rs/~kristina/topic-dane-likert.pdf>
- Best Companies Group (2012). Employee Engagement and Satisfaction Survey. Retrieved May 18, 2013 from http://bestcompaniesgroup.com/assessment_tools/programs/paid/BCG_eess.pdf
- Bhaumik, S. (2013). Compensation Management. Retrieved May 18, 2013 from <http://www.slideshare.net/sushisonai/homepeerlessdesktop-compensation-management-1>
- Boe, E.E., Cook, L.H., & Sunderland, R.J. (2008). Teacher Turnover: Examining Exit Attrition, Teaching Area Transfer and School Migration. *Journal of Special Education*, 75(1), 7-31.
- Bradler, C., Dur, R., Neckermann, S., & Non, A. (2013). Employee Recognition and Performance: A Field Experiment. Retrieved May 22, 2013 from <http://www2.dse.unibo.it/dsa/seminari/857/PaperDur.pdf>
- Branham, L. (2005). The 7 Hidden Reasons Employees Leave. Executive Book Summaries, 27(6).
- Bray, L. (2007). Reduce Turnover with Effective Recruiting, Retention and Training. Retrieved February 7, 2013 from <http://www.braycommunications.com/articles/turnover.pdf>
- Brewster, C., Dowling, L., Grobler, P., Holland, P., & Warnich, S. (2008). Contemporary Issues in Human Resources Management Cape Town: Oxford University Press Southern Africa.
- Brooks, W., & Johnson, K. (2010). Leadership: The Five Things That Make the

- Biggest Difference. Retrieved April 10, 2013 from <http://www.trainingindustry.com/media/3228255/hf%20leadership%20the%20five%20things%20that%20make%20the%20biggest%20difference.pdf>
- Brown, J.D. (2011). Likert Items and Scales of Measurement. SHIKEN: JALT Testing and Evaluation SIG Newsletter, 15(1), 10-14.
- Brun, J.P., & Dugas, N. (2008). An Analysis of Employee Recognition: Perspectives on Human Resources Practices. *The International Journal of Human Resource Management*, 19(4), 716-730.
- Bulajic, A., Stamatovic, M., & Cvetanovic, S. (2012). The Importance of Defining the Hypothesis in Scientific Research. *International Journal of Education Administration and Policy Studies*, 4(8), 170-176.
- Burns, A.C., & Bush, R.F. (1998). Marketing Research. NJ: Prentice Hall.
- Business Training Experts (2011). Reduce Employee Turnover by 32%. Retrieved February 20, 2013 from http://www.businesstrainingexperts.com/white_papers/employee_retention/Reduce%20Employee%20Turnover%20by%2032%25.pdf
- Butali, N.D., Wesang'ula, P.M., & Mamuli, L.C. (2013). Factors Causing Staff Turnover at Masinde Muliro University of Science and Technology. *Greener Journal of Social Sciences*, 3(1), 067-074.
- Chan, Y.H. (2003). Biostatics 104: Correlational Analysis. *Singapore Medical Journal*, 44(12), 614-619.
- Chang, H.Y. (2009). Employee Turnover: A Novel Prediction Solution with Effective Feature Selection. *Information Science and Applications Journal*, 6(3).
- Chen, J., & Hou, Z. (2012). The Influence of Work-Beginners Person Organization Fit and Career Growth on Their Turnover Intention. Retrieved March 5, 2013 from http://www.iaevg-conference-2012-mannheim.com/fileadmin/redaktion/abstracts/Chen__Jianqiao.pdf
- Cherry, K. (2013). What is a Cross-Sectional Study? Retrieved May 15, 2013 from <http://psychology.about.com/od/cindex/g/cross-sectional.htm/>
- Clarke, R.J. (2005). Research Models and Methodologies. Retrieved March 15, 2013 from <http://www.uow.edu.au/content/groups/public/@web/@commerce/documents/doc/uow012042.pdf>
- Conger, J.A. (1991). Inspiring Others: The Language of Leadership. *Academy of Management Executive Journal*, 5(1).
- Covey, F. (2010). Execution Focused Leadership. Balancing Short Term Survival

- with Long Term Sustainability. Retrieved April 2, 2013 from http://www.pwc.com/en_us/us/people-management/assets/execution-focused-leadership.pdf
- Crossman, A. (2013). Stratified Sample. Retrieved April 1, 2013 from <http://sociology.about.com/od/Types-of-Samples/a/Stratified-Sample.htm>
- Custom Insight (2012). Employee Engagement Survey – Sample Survey Questions. Retrieved May 25, 2013 from <http://www.custominsight.com/employee-engagement-survey/sample-survey-items.asp>
- Daniel, T.A., & Metcalf, G.S. (2005). The Fundamentals of Employee Recognition. Retrieved May 10, 2013 from <http://www.luc.edu/hr/pdfs/eregSHRM.pdf>
- Degu, G., & Yigzaw, T. (2006). Research Methodology. Retrieved April 16, 2013 from http://www.cartercenter.org/resources/pdfs/health/ephti/library/lecture_notes/health_science_students/ln_research_method_final.pdf
- Deloitte (2012). Talent 2020: Surveying the Talent Paradox from the Employee Perspective. Retrieved June 2, 2013 from http://www.deloitte.com/assets/dcom-global/local%20assets/documents/human%20capital/us_talent2020_september2012_09142012.pdf
- Denker, J. (2004). How to Define Hypothesis. Retrieved April 3, 2013 from <http://www.av8n.com/physics/hypothesis.htm>
- Drake International North America (2013). Employee Retention. Reducing Recruitment by Increasing Retention. Retrieved June 10, 2013 from <http://www.drakeintl.co.uk/Publications/Employee-Retention.pdf>
- Dwomoh, G., & Korankye, T. (2012). Labour Turnover and Its Impact on Performance of Banks in Ghana. *European Journal of Business and Management*, 4(7), 201-207.
- Executives Resignation Trending Report (2012). TNB Exit Interview Results
- Fairfax County Department of Neighbourhood and Community Services (2012). Survey Questionnaire Design. Retrieved February 21, 2013 from <http://www.fairfaxcounty.gov/demogrph/pdf/questionnairedesign.pdf>
- Farris, G.F. (1969). A Predictive Study of Turnover. Retrieved February 2, 2013 from <http://dspace.mit.edu/bitstream/handle/1721.1/48831/predictivestudyo1969farr.pdf?sequence=1>
- Feng, W.C., & Angeline, T. (2010). Turnover Intention and Job Hopping Behaviour Of Music Teachers in Malaysia. *African Journal of Business Management*, 4(4), 425-434

- Fidalgo, F., & Gouveia, L.B. (2012). Employee Turnover Impact in Organizational Knowledge Management: The Portuguese Real Estate Case. *Journal of Knowledge Management, Economics and Information Technology*, 2(2), 1-16.
- Fisher, C., Schoenfeldt, L., & Shaw, J. (2003). *Human Resources Management*, 5th ed. Miami: Houghton Mifflin Company.
- Gaming Hospitality Experts (2012). Employee Turnover and how it harms Five-Star Service. Retrieved March 3, 2013 from http://ghexpert.homestead.com/files/Employee_Turnover_GH_Asia.pdf
- Garino, G., & Martin, C. (2007). The Impact of Labour Turnover: Theory and Evidence from UK Micro-Data. Retrieved February 10, 2013 from <http://www.le.ac.uk/economics/research/RePEc/lec/leecon/dp05-10.pdf>
- Glebbeck, A.C., & Bax, E.H. (2002). Labour Turnover and Its Effect on Performance: An Empirical Test Using Firm Data. Retrieved February 5, 2013 from <http://som.eldoc.ub.rug.nl/FILES/reports/themeA/2002/02A30/02A30.pdf>
- Gliem, J.A., & Gliem, R.R. (2003). Calculating, Interpreting and Reporting Cronbach's Alpha Reliability Coefficient for Likert-Types Scales, 2003 Midwest Research to Practise Conference in Adult, Continuing and Community Education.
- Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2012). *Managing Human Resources*, 7th ed., Pearson
- Goodman, A. (2010). The Power of Employee Recognition. Retrieved April 1, 2013 from http://returnonrecognition.com/ror/docs/articles/The_Power_of_Employee_Recognition.pdf
- Gregory, K. (2011). The Importance of Employee Satisfaction. Retrieved March 10, 2013 from <http://www.neumann.edu/academics/divisions/business/journal/review2011/gregory.pdf>
- Hall, H. (2001). Social Exchange for Knowledge Exchange. Retrieved February 2, 2013 from <http://researchrepository.napier.ac.uk/3276/1/hall.pdf>
- Harrison, K. (2005). Why Employee Recognition is so important. Retrieved February 12, 2013 from http://www.cuttingedgepr.com/articles/emprecog_so_important.asp
- Hayes, L.J., Pallas, L.O., Duffield, C., Shamian, J., Buchan, J., Hughes, F., Laschinger, H.K.S., North, N., & Stone, P. W. (2006). Nurse Turnover: A Literature Review. *International Journal of Nursing Studies*, 43, 237-263
- Hay Group (2001). The Retention Dilemma. Why Productive Workers Leave – Seven

- Suggestions for Keeping Them. Retrieved May 25, 2013 from http://www.haygroup.com/downloads/my/Retention_Dilemma.pdf
- Hay Group (2013). TNB Executives Remuneration Survey.
- Hay Group (2008). The Frustrated Employee: Help Me Help You. Retrieved June 1, 2013 from [http://www.haygroup.com/downloads/ww/misc/frustrated_employee_4pp_\(singles\).pdf](http://www.haygroup.com/downloads/ww/misc/frustrated_employee_4pp_(singles).pdf)
- Hazlina, G. (2010). Employee Intention to Leave a Job: A Case of Malaysian Fast Food Industry. Retrieved May 21, 2013 from <http://researchcommons.waikato.ac.nz/bitstream/handle/10289/4113/thesis.pdf?sequence=5/4113/thesis.pdf?sequence=5>
- Health Capsule (2006). Recognition in the Workplace: Little Things Mean a Lot. Retrieved March 1, 2013 from http://www.ssq.ca/healthinsightsolutions/pdf_capsules/4_06_ang.pdf
- Health Care Group (2006). How to Avoid Employee Turnover. Retrieved May 2, 2013 from <http://www.thehealthcaregroup.com/pdf/92216.pdf>
- Heathfield, S.M. (2007). Training and Development for Employee Motivation and Retention. Retrieved June 2, 2013 from <http://www.lama-online.org/wp-content/uploads/2009/05/2008-lama-q2.pdf>
- Hissom, A. (2009). Introduction to Management Technology. Retrieved April 1, 2013 from <http://www.amyhissom.com/MyWritings/Management.pdf>
- Hsu, M.K., Jiang, J.J., Klein, G., & Tang, Z. (2003). Perceived Career Incentives and Intent to Leave, *Journal of Information and Management*, 40(5), 361-369.
- Human Capital Institute (2009). The Value and ROI in Employee Recognition: Linking Recognition to Improved Job Performance and Increased Business Value – The Current State and Future Needs. Retrieved May 10, 2013 from <http://theirf.org/direct/user/file/pdf/Value-and-ROI-in-Employee-Recognition.pdf>
- Hunt, S.T. (2009). Nursing Turnover: Costs, Causes and Solutions. Retrieved June 10, 2013 from <http://www.uexcel.com/resources/articles/NursingTurnover.pdf>
- Iqtidar, A.S., Zainab, F., M. Shakil, A., & Khalid, Z. (2010). Measuring Push, Pull and Personal Factors Affecting Turnover Intention: A Case of University Teachers in Pakistan. Retrieved January 25, 2013 from <http://www.rebs.ro/articles/pdfs/14.pdf>
- Jacobs, E. (2012). Executive Brief: Tracking Trends in Employee Turnover. Retrieved March 25, 2013 from http://www.shrm.org/research/benchmarks/documents/trends%20in%20turnover_final.pdf

- Jefferies, S.C. (1999). Descriptive Research. Retrieved May 26, 2013 from http://www.cwu.edu/~jefferis/PEHL557/pehl557_descript.html
- Jenkins, J. (2007). Leading the Four Generations at Work. Retrieved January 30, 2013 from <http://www.amanet.org/training/articles/Leading-the-Four-Generations-at-Work.aspx>
- Jones, M. (2007). What is a Leader, Anyway? Retrieved March 30, 2013 from <http://www.childcareexchange.com/library/5017874.pdf>
- Judeh, M. (2012). Selected Personality Traits and Intent to Leave: A Field Study in Insurance Corporations. *Journal of International Business Research*, 5(5), 88-93.
- Jung, J.H., & Tak, J. (2008). The Effects of Perceived Career Plateau on Employee's Attitudes: Moderating Effects of Career Motivation and Perceived Supervisor Support with Korean Employees. *Journal of Career Development*, 35(2), 187-201
- Kerfoot, K. (2008). Staff Engagement: It Starts With the Leader. *Journal of the Academy of Medical-Surgical Nurses*, 17(1), 64-65.
- Kersaint, G., Lewis, J., Potter, R., & Meisels, G. (2007). Why Teachers Leave: Factors That Influence Retention and Resignation. *Teaching and Teacher Education Journal*, 23, 775-794.
- Kitchenham, B., & Pfleeger, S.L. (2002). Principles of Survey Research. Part 5: Populations and Samples. *Software Engineering Notes*, 27(5), 17-20
- Knowledge@Wharton (2008). Caught in the Middle: Why Developing and Retaining Middle Managers Can Be So Challenging. Retrieved January 20, 2013 from <http://knowledge.wharton.upenn.edu/article.cfm?articleid=1968>
- Krejcie, R.V., & Morgan, D.W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement Journal*, 30, 607-610.
- Kumar, R. (2012). A Study on Turnover Intention in Fast Food Industry: Employees' Fit to the Organizational Culture and the Important of their Commitment. *International Journal of Academic Research in Business and Social Sciences*, 2(5), 9-42.
- Kuria, S., & Alice, O. (2012). Assessment of Causes of Labour Turnover in Three and Five Star-Rated Hotels in Kenya. *International Journal of Business and Social Science*, 3(15).
- Larsen, M. (2011). Career Advancement. Retrieved February 15, 2013 from <http://www.recruiter.com/i/career-advancement/>
- Leibowitz, A. (1983). Fringe Benefits in Employee Compensation. Retrieved March 1, 2013 from <http://www.nber.org/chapters/c7385.pdf>

- Leontaridi, R.M., & Ward, M.E. (2002). Work Related Stress, Quitting Intentions and Absenteeism. Retrieved February 12, 2013 from <http://psydok.sulb.uni-saarland.de/volltexte/2008/1684/pdf/dp493.pdf>
- Limaye, A., & Sharma, R. (2012). Rewards and Recognition: Make a Difference to the Talent in Your Organization. Retrieved March 3, 2013 from http://www.greatplacetowork.in/storage/documents/Publications_Documents/White_Paper_26-4-12_Final.pdf
- Long, L. (2010). Creating Flexible Career Path: An Employee Retention Strategy. Retrieved June 1, 2013 from http://www.bw.edu/academics/cpd/training4u/webinars/BW_Creating_Flexible_Career_Paths.pdf
- Loquercio, D. (2006). Turnover and Retention, viewed 4 March 2009. Retrieved March 1, 2013 from <http://www.peopleinaid.org/pool/files/pubs/turnover-and-retention-lit-review-summary-jan-2006.pdf>
- Lunenburg, F.C. (2010). Leader-Member Exchange Theory: Another Perspective on The Leadership Process. *International Journal of Management, Business and Administration*, 13(1).
- MacGregor, T. & Wood, P. (2009). Retention Strategies. How to Keep your Best People. Retrieved March 2, 2013 from http://www.psytech.com/Media/employment_today_exit_interviewing_sept2009.pdf
- MacKenzie, M.L. (2005). Senior Leadership's Role in the Change Process. Retrieved February 26, 2013 from <http://www.dowling.edu/faculty/Mackenzie/docs/change.pdf>
- MacLean, B., & Carroll, S. (2009). Employee Turnover Causes and the Role of Compensation: Two Opposing Viewpoints. Retrieved April 2, 2013 from <http://www.payscale.com/compensation-today/2009/02/employee-turnover-causes>
- Maertz, C.P., & Campion, M.A. (2004). Profiles in Quitting: Integrating Process and Content Turnover Theory. *Academy of Management Journal*, 47(4), 566-582.
- Mandal, P., & Vishal, G. (2012). A Study on High Staff Attrition in the Hotel Industry in Lucknow City. *International Indexed and Referred Research Journal*, 4(39), 23-24.
- Manger, T., & Eikeland, O.J. (1990). Factors Predicting Staff's Intentions to Leave the University. *Journal of Higher Education*, 19(3), 281-291.
- Martin, S.E., & King, C.L. (2010). Ethos and Senior Leader Communication:

- Examining Responses to a Policy Change Memo. Retrieved May 30, 2013 from <http://businesscommunication.org/wp-content/uploads/2011/04/ABC-2010-16.pdf>
- Martocchio, J.J. (2011). *Employee Benefits*. 4th ed. Pearson, 5-15
- Mateus, G. (2007). Reasons for High Turnover of Nursing Professionals at Public Hospitals in Angola. Retrieved April 19, 2013 from <http://uir.unisa.ac.za/bitstream/handle/10500/532/dissertation.pdf?sequence=1.com>
- Mattsson, A. & Saraste, D. (2002). Employee Turnover and Knowledge in Organizations. Retrieved May 16, 2013 from http://www.ida.liu.se/~TDEI45/Examensframlagg/mattsson_saraste_thesis.pdf
- Mdindela, S.V. (2009). Staff Turnover at Selected Government Hospitals. Retrieved July 10, 2013 from <http://dspace.nmmu.ac.za:8080/jspui/bitstream/10948/1191/1/SINDIWSA%20VICTORIA%20MDINDELA.pdf>
- Mello, J.A. (2011). *Strategic Management of Human Resources*. 3rd ed. South-Western CENGAGE Learning, 579.
- Mensah, J.P. (2010). Employee Turnover in the Hotel Industry in Cape Coast and Elmina. Retrieved July 10, 2013 from <http://ir.ucc.edu.gh/dspace/bitstream/123456789/1328/1/PEPRA-MENSAH%202010.pdf>
- Merchant, R.C. (1995). The Role of Career Development in Improving Organizational Effectiveness and Employee Development. Retrieved March 30, 2013 from <http://www.fdle.state.fl.us/Content/getdoc/f486fb86-6af0-4f0f-8c5b-0efc1bac4bc3/Merchant.aspx>
- Mohammad, K.H., & Anowar, H. (2012). Factors Affecting Employee's Motivation in the Fast Food Industry: The Case of KFC UK Ltd., Vol. 5, Retrieved July 10, 2013 from <http://www.researchjournals.co.uk/documents/Vol5/Kamal.pdf>
- Mokaya, S.O., & Kittony, L.K. (2008). Factor That Influence Labor Turnover of Aircraft Maintenance Engineers in Kenya: A Case of Kenya Airways. Retrieved June 16, 2013 from <http://www.jkuat.ac.ke/images/documents/engineer-turnover.pdf>
- Mrara, M.T. (2010). An Investigation of Turnover and Retention Factors of Health Professional Staff within the Eastern Cape Department of Health. Retrieved June 2, 2013 from <http://eprints.ru.ac.za/2091/1/MRARA-MBA-TR11-77.pdf>
- Muhammad, I., & Fahad, A. (2012). Factors Affecting Employees Retention: Evidence from Literature. *Abasyn Journal of Social Sciences*, 4(2).
- Muhammad, M.A., & Jamilha, F.M. (2010). Level of Job

- Satisfaction and Intent to Leave among Malaysian Nurses. *Business Intelligence Journal*, 3(1), 123-137.
- Murphy, K.S. (2003). The Impact of Compensation on the Turnover Intentions of Outback Steakhouse Managers. Retrieved June 15, 2013 from <http://pegasus.cc.ucf.edu/~ksmurphy/documents/chrie%20outback%20final%2003.doc>
- Napisah, A.R. (1997). An Exploratory Study on Organizational Factors Contributing to the Push Factors that Affect Level of Staff Turnover in Malaysia as Perceived by Managers, Executives and Non-Executives Staff. Retrieved February 23, 2013 from <http://lib.iium.edu.my/mom2/cm/content/view/view.jsp?key=wca0Gt4d1oRCrSCoAxqPFaM7fyx7uHK120041023000000000>
- Nelson, R.B. (2001). Factors That Encourage or Inhibit the Use of Non-Monetary Recognition by US Managers. Retrieved January 30, 2013 from <http://www.gov.ns.ca/psc/pdf/employeeCentre/recognition/toolkit/step1/BobsPhDissertation.pdf>
- Ng'ethe, J.M., Namusonge, G.S., & Iravo, M.A. (2012). Influence of Leadership Style on Academic Staff Retention in Public Universities in Kenya. *International Journal of Business and Social Science*, 3(21).
- Noe, R.A., Hollenback, J.R., Gerhart, B., & Wright, P.M. (2006). *Human Resources Management*, 5th ed., McGraw-Hill, New York
- Odunlade, R.O. (2012). Managing Employee Compensation and Benefits for Job Satisfaction in Libraries and Information Centres in Nigeria. Retrieved June 19, 2013 from <http://unllib.unl.edu/LPP/odunlade.pdf>
- Office of Performance Evaluations Idaho Legislature (2013). Workforce Issues Affecting Public School Teachers. Retrieved May 10, 2013 from <http://legislature.idaho.gov/ope/publications/reports/r1301.pdf>
- Ologunde, A.O., Asaolu, T.O., & Elumilade, D.O. (2005). Labour Turnover among University Teachers in Southwestern Nigeria – Issues, Solutions and Lessons. Retrieved June 5, 2013 from <http://unpan1.un.org/intradoc/groups/public/documents/aapam/unpan029860.pdf>
- Olsen, C., & George, D.M.M.S. (2004). Cross-Sectional Study Design and Data Analysis. Retrieved May 15, 2013 from http://cdn.physioblasts.org/f/public/1355667773_1_FT0_4297_module_05.pdf
- Organizational Heartbeats (2012). Qualitative and Quantitative Research. Retrieved March 20, 2013 from <http://www.organisationalheartbeats.com/topicinfo/research.aspx>
- Oxbridge Writers (2013). Impact of Career Advancement on Employee Turnover in

- an Organization. Retrieved April 1, 2013 from <http://www.oxbridgewriters.com/essays/business/impact-of-career-advancement-on-employee.php>
- Palmer, E. (2012). Create a Career Path to Retain Employees. Retrieved April 10, 2013 from <http://www.payscale.com/compensation-today/2012/11/how-a-career-development-plan-can-retain-employees>
- Panwar, S., Dalal, J.S., & Kaushik, A.K. (2012). High Staff Turnover in Hotel Industry, Due to Low Remunerations and Extended Working Hours. *VSRD International Journal of Business and Management Research*, 2(3), 81-89
- Pathak, S., & Tripathi, V. (2010). Sales Force Turnover: An Exploratory Study of an Indian Insurance Sector. *Management Journal*, 5(1), 3-19
- Podgurski, A., Yang, C., & Masri, W. (1993). Partition Testing, Stratified Sampling and Cluster Analysis. Retrieved April 30, 2013 from <http://dl.acm.org/citation.cfm?id=256428.167076>
- Prasetya, A., & Kato, M. (2011). The Effect of Financial and Non-Financial Compensation to the Employee Performance. The 2nd International Research Symposium in Service Management, Yogyakarta, Indonesia. Retrieved July 10, 2013 from <http://irssm.upnyk.ac.id/userfiles/file/papers/047.pdf>
- Rajasekar, S., Philominathan, P., & Chinnathambi, V. (2006). Research Methodology Retrieved April 2, 2013 from <http://arxiv.org/pdf/physics/0601009.pdf>
- Rampur, S. (2009). Causes of Employee Turnover. Retrieved January 28, 2013 from <http://www.buzzle.com/articles/causes-of-employee-turnover.html>
- Reyna, O.T. (2008). Data Preparation & Descriptive Statistics. Retrieved June 2, 2013 from <http://dss.princeton.edu/training/DataPrep101.pdf>
- Rizwan Qaiser Danish & Ali Usman (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business and Management*, 5(2).
- Rynes, S.L, Gerhart, B., & Minette, K.A. (2004). The Importance of Pay in Employee Motivation: Discrepancies Between What People Say and What They Do. *Human Resource Management Journal*, 43(4), 381-394
- Samuel, M.O. & Chipunza, C. (2009). Employee Retention and Turnover: Using Motivational Variables as a Panacea. *African Journal of Business Management*, 3(8), 410-415
- Schutt, R.K. (2008). Sampling. Retrieved April 24, 2013 from http://www.sagepub.com/upm-data/24480_Ch5.pdf

- Sekaran, U. (1992). *Research Methods for Business – A Skill Building Approach*, 2nd Ed., United States of America: John Wiley & Sons, Inc.
- Sekaran, U. (2003). *Research Methods for Business*, 4th ed., Hoboken, NJ: John Wiley & Sons, Inc.
- Sellers, M.L.K. (2007). *Predictive Models of Employee Voluntary Turnover in a North American Professional Sales Force Using Data-Mining Analysis*. Retrieved May 21, 2013 from <http://repository.tamu.edu/bitstream/handle/1969.1/ETD-TAMU-1486/KANE-SELLERS-DISSERTATION.pdf?sequence=1>
- Sellgren, S.F. (2007). *Leadership and Staff Turnover*. Retrieved April 10, 2013 from <https://publications.ki.se/xmlui/bitstream/handle/10616/39089/thesis.pdf?sequence=1>
- Shahzad Khan (2012). Why sale persons quit? A Study of its Antecedents and Impact on Sale. A Case of Medical Representative of Peshawar Pakistan. *Herald Journal of Marketing and Business Management*, 1(2), 040-044.
- Shiri, S. (2013). *Impact of Managers and Senior Leaders Influencing Employee Engagement*. Retrieved July 10, 2013 from http://www.wbiworldconpro.com/uploads/china-conference-2013/management/1370754717_423-Shammy.pdf
- Shore, L.M., Lynch, P., Tetrick, L., & Barksdale, K. (2006). Social and Economic Exchange: Construct Development and Validation. *Journal of Applied Social Psychology*, 36(4), 837-867.
- Shukla, S., & Sinha, A. (2013). Employee Turnover in Banking Sector: Empirical Evidence. *IOSR Journal of Humanities and Social Science*, 11(5), 57-61.
- Shweta Jha (2010). *Determinants of Employee Turnover Intentions: A Review*. Retrieved May 1, 2013 from <http://www.sherwoodindia.in/PDF%20ManagementToday%202010/DETERMINANTS%20OF%20EMPLOYEE%20TURNOVER%20INTENTIONS%20%20A%20REVIEW.pdf>
- Singh, P., & Loncar, N. (2010). Pay Satisfaction, Job Satisfaction and Turnover Intent. *Industrial Relations Journal*, 65(3), 470-490.
- Smith, M., Brooks, S., Lichtenberg, A., McIlveen, P., Torjul, P., & Tyler, J. (2009). *Career Development Learning: Maximizing the Contribution of Work Integrated Learning to the Student Experience*. Retrieved February 20, 2013 from <http://www.nagcas.org.au/uploads/file/ALTC%20Report%20July.pdf>
- Social Science Research Lab American University (2010). *SPSS Regressions*. Retrieved June 10, 2013 from http://www.american.edu/ctrl/upload/SPSS_Regression_Spring_2010.pdf

- Society for Human Resource Management (2012). 2012 Employee Job Satisfaction and Engagement. Retrieved from http://www.shrm.org/legalissues/stateandlocalresources/stateandlocalstatutesandregulations/documents/12-0537%202012_jobsatisfaction_fnl_online.pdf
- Sonawane Pragma (2008). Non-Monetary Rewards: Employee Choices and Organisational Practices. *Indian Journal of Industrial Relations*, 44(2).
- Southard, M. (2006). Research Variables. Retrieved April 26, 2013 from <http://www.tandl.leon.k12.fl.us/programme/Action%20Research%20Variables%202006.pdf>
- Stachowiak, J. (2008). Pilot Study. Retrieved from http://ms.about.com/od/newsresearch/g/pilot_study.htm
- Tanke, M.L. (2001). Human Resources Management for the Hospitality Industry, 2nd ed., Thomson Learning, Albany, New York
- Tanner, R. (2011). Voluntary Turnover: They Usually Leave Their Bosses, Not Their Jobs! Retrieved February 15, 2013 from <http://managementisajourney.com/2011/04/voluntary-turnover-they-usually-leave-their-bosses-not-their-jobs/>
- Tanwir Ahmad & Adnan Riaz (2011). Factors Affecting Turnover Intentions of Doctors in Public Sector Medical Colleges and Hospitals. *Interdisciplinary Journal of Research in Business*, 1(10), 57-66
- TNB Employee Engagement Survey Report (2011).
- TNB Human Resource Management System (2012). Middle Managers Resignation from 1 January 2008 until 31 December 2012
- TNB Planning Division (2010). TNB 20 year Strategic Plan
- Tolbize, A. (2008). Generational Differences in the Workplace. Retrieved January 25, 2013 from http://rtc.umn.edu/docs/2_18_Gen_diff_workplace.pdf
- Turkalj, Z., Fosic, I., & Dujak, D. (2010). Motivational Compensation – A Factor in Staff Turnover in Retail Organizations. Retrieved March 20, 2013 from <http://www.efos.unios.hr/repec/osi/journal/PDF/InterdisciplinaryManagementResearchVI/IMR6a23.pdf>
- Watts, T. (2004). Why Career Development Matters. Retrieved March 10, 2013 from http://career.ibu.edu.ba/assets/userfiles/career/why_career_development_matters.pdf
- Whipple, B. (2013). 10 Keys for Reducing Turnover. Retrieved February 25, 2013 from <http://leadergrow.com/articles/27-10-keys-for-reducing-turnover>

Whitaker, B. (2010). Driver Turnover: Costs, Causes and Solutions. Retrieved March 10, 2013 from <http://avatarfleet.com/pdf/Driver%20Turnover%20Costs,%20Causes%20And%20Solutions.pdf>.

Williams, C. (2007). Research Methods. *Journal of Business and Economics Research*, 5(3), 65-72

Yazinski, S.K. (2009). Strategies for Retaining Employees and Minimizing Turnover. Retrieved February 3, 2013 from <https://hr.blr.com/whitepapers/Staffing-Training/Employee-Turnover/Strategies-for-Retaining-Employees-and-Minimizing->

Zaccaro, S.J., & Klimoski, R.J. (1998). The Nature of Organizational Leadership. Retrieved April 26, 2013 from http://media.johnwiley.com.au/product_data/excerpt/07/07879529/0787952907-1.pdf