

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

**By**

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## 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 (1<sup>st</sup> January 2008 until 31<sup>st</sup> 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 regresi 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 signifikasi 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

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## 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

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