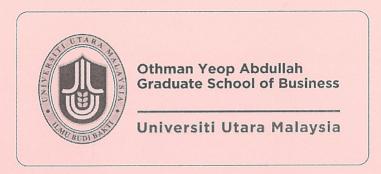
THE RELATIONSHIP BETWEEN PAY SATISFACTION, LEADERSHIP STYLES, AND INTENTION TO LEAVE AMONG LOCAL EMPLOYEES AT YAMAHA ELECTRONICS MANUFACTURING (M) SDN. BHD.

By MUHASHAMSANI BIN ABDUL GHANI

Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
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in Partial Fulfilment of the Requirement for the
Master of Human Resources Management



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ABSTRACT

Employee turnover is an inevitable scenario faced by many organizations irrespective of it economic sectors. Uncontrollable turnover is extremely costly for the employer because it involves of efforts, times and costs of rehiring, training, and low productivity effects. Intention to leave is found as the strongest predictor for actual turnover in previous studies. Due to high turnover ratio among manufacturing workers in Malaysia, it demands great concern and some insights on intention to leave subject. This research explored the causes that triggering workers' intention to leave towards their current company. In this regard, this study attempts to determine the significance relationships of pay satisfaction and leadership styles on intention to leave among local employees in electrical and electronics manufacturing company. Data were gathered using questionnaires collected from 272 local employees in Yamaha Electronics Manufacturing (M) Sdn. Bhd. The findings resulted in acceptance of the study hypothesizes formulated. Pay satisfaction, transactional leadership style (i.e. contingent rewards, action management-by-exception), and transformational leadership style (intellectual stimulation, idealize influence, individual consideration, inspiration motivation, idealize belief, and ethical decision making) were significantly correlated and contributed to the intention to leave. Based on findings of the study, theoretical and possibility of implications are discussed. Limitation and recommendations for future research are also underlined. Hence, with limited literatures on the topic of pay satisfaction, transactional leadership style, transformational leadership style, and intention to leave in the context of electrical and electronics manufacturing sector in Malaysia, the findings have, to some extent, contributed to the understanding of the intention to leave aspects and enrich the knowledge of these subjects especially in Malaysian employment landscape.

Keywords: Employee Turnover, Pay Satisfaction, Transactional Leadership Style, Transformational Leadership Style, Intention to Leave.

ABSTRAK

Pusing ganti pekerja adalah senario yang tidak dapat dielakkan yang dihadapi oleh kebanyakan organisasi tanpa mengira sektor ekonominya. Pusing ganti pekerja yang tidak terkawal adalah amat mahal bagi majikan kerana ia melibatkan usaha, masa dan kos menggaji semula, memberi latihan, dan juga kesan produktiviti yang rendah. Niat untuk meninggalkan didapati sebagai peramal yang kuat untuk pusing ganti pekerja sebenar dalam kajian sebelum ini. Oleh kerana nisbah pusing ganti pekerja yang tinggi di kalangan pekerja perkilangan tempatan di Malaysia, ia menuntut perhatian besar dan beberapa pemahaman mengenai perihal niat untuk meningalkan. Kajian ini meneroka sebab-sebab yang mencetus niat pekerja untuk meninggalkan syarikat semasa mereka. Dalam hal ini, kajian ini mencuba untuk menentukan hubungan yang signifikasi kepuasan gaji dan gaya kepimpinan ke atas niat untuk meninggalkan di kalangan pekerja dalam sektor pembuatan elektrik dan elektronik. Data dikumpul dengan menggunakan borang soal selidik yang diperolehi daripada 272 pekerja tempatan di Yamaha Electronics Manufacturing (M) Sdn. Bhd. Hasil kajian ini merumuskan bahawa hipotesis-hipotesis yang diutarakan adalah boleh diterima. Kepuasan gaji, gaya kepimpinan transaksi (iaitu ganjaran luar jangka, tindakan pengurusan-dengan-pengecualian), dan kepimpinan transformasi (rangsangan intelektual, pengaruh idealisme, pertimbangan individu, motivasi inspirasi, kepercayaan yang ideal, dan membuat keputusan beretika) memang mempunyai hubungan yang signifikan dan menyumbang kepada hasrat untuk meninggalkan organisasi. Berdasarkan hasil kajian, teori dan implikasi yang mungkin akan berlaku telah dibincangkan. Had dan cadangan kajian akan datang juga digariskan. Oleh itu, dengan ulasan karya yang terhad perihal topik kepuasan gaji, gaya kepimpinan transaksi, gaya kepimpinan transformasi, dan niat untuk meninggalkan dalam sektor pembuatan elektrik dan elektronik di Malaysia, hasil penemuan, sedikit sebanyak telah menyumbang kepada pemahaman mengenai niat untuk meninggalkan dan memperkayakan pengetahuan tentang perkara ini khususnya dalam landskap pekerjaan Malaysia.

Kata kunci: Pusing Ganti Pekerja, Kepuasan Gaji, Gaya Kepimpinan Transaksional, Gaya Kepimpinan Transformasional, Niat Untuk Meninggalkan.

DEDICATION

To my beloved parents

Abdul Ghani bin Ibrahim

Selmiah binti Ismail

To my lovely wife

Roziah binti Din @ Mior Ibrahim

To my precious children

Nurul Khairunnisa binti Muhashamsani

Nurul Farahin binti Muhashamsani

Muhammad Danial bin Muhashamsani

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### LIST OF ABBREVIATIONS

AV Audio Video

DV Dependent Variable

E&E Electrical and Electronics

GDP Gross Domestic Product

HR Human Resources

H1 Hypothesis number one

H2 Hypothesis number two

HRM Human Resources Management

IV Independent Variable(s)

LMX Leader-Member Exchange

MIDA Malaysian Industrial Development Authority

MLQ Multifactor Leadership Questionnaire

N Symbol for population

QA Quality Assurance

YCJ Yamaha Corporation Japan

YEM Yamaha Electronics Manufacturing (M) Sdn. Bhd.

### CHAPTER 1

### INTRODUCTION

### 1.1 Introduction

In line with the status of new industrialized country, the manufacturing industry in Malaysia plays a vital role in the economic development. According to annual report of gross domestic product (GDP) released on May 2014, manufacturing industry stands as the second largest contributor to the GDP after the service industry (Department of Statistics, 2014). In 2005 it contributes RM149.7 billion or 27.5 percent of GDP. Since then, the manufacturing industry remains as the second largest contributor to GDP, which in 2013 it recorded RM193.2 billion or 24.5 percent (Department of Statistics, 2014). The electrical and electronics (E&E) industry continues as one of the major sub-sector to the manufacturing industry whereby it generates 24.5 percent of stake for manufacturing value (Department of Statistics, 2014).

Generally, manufacturing is a process that incorporates the use of machinery, equipment, and workforce to transform raw materials into products and ready for sale. Among these elements, workforce is paramount to the manufacturing industry. For the sake of being more productive and competitive it is important for all manufacturing companies to retain talented employees and reduce turnover problem (Nor, 2012). In addition, Zaleha et al. (2011) indicated that by increasing the domestic labor, foreign labor, and material it will yield positive influence on the labor productivity of the manufacturing industries. Manufacturing industry has provided huge employment opportunities for Malaysians. In fact, manufacturing

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