

**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND INTENTION TO
LEAVE AT MECHANICAL HANDLING ENGINEERING (MHE) -DEMAG
MALAYSIA SDN BHD**

By

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ABSTRACT

The purpose of this research was to investigate the different aspects of job satisfaction mainly on intrinsic and extrinsic that impacts the MHE-Demag employees which eventually led to high turnover rate. In short, to determine and measure the factors that lead to job satisfaction and job dissatisfaction and to present findings and make recommendations to promote/improve job satisfaction in the mentioned organization. The data for this research was collected and administered by means of a structured questionnaire based on the Minnesota Job Satisfaction Questionnaire (MSQ). It was discovered that most of the employees drew a lower job satisfaction from the absence of career development, interpersonal relationship and decision making compared to other aspects of job satisfaction such as remuneration and the benefit that they receive, general working environment, the ability to work independently and etc. in overall. Hence, it was found that employees were generally dissatisfied with their jobs in this relevant organization with the high possibility of either to leave or quit in long term, in other words.

Key terms: job satisfaction, intrinsic, extrinsic, intention to leave

ABSTRAK

Tujuan utama kajian ini adalah untuk menyiasat pelbagai aspek kepuasan kerja terutamanya pada intrinsik dan ekstrinsik yang memberi kesan kepada pekerja MHE-DEMAG yang akhirnya membawa kepada kadar pusing ganti yang tinggi. Pendek kata, untuk menentukan dan mengukur faktor-faktor yang membawa kepada kepuasan kerja dan ketidakpuasan kerja dan membenteng kertas dan membuat cadangan untuk menggalakkan / meningkatkan kepuasan kerja di organisasi yang dinyatakan. Data untuk kajian ini dikumpulkan dan ditadbir dengan cara soal selidik berstruktur berdasarkan Kepuasan Kerja Minnesota Questionnaire (MSQ). Ia telah mendapati bahawa kebanyakan pekerja memaparkan kepuasan kerja yang lebih rendah kerana ketiadaan pembangunan kerjaya, hubungan interpersonal dan membuat keputusan berbanding dengan lain-lain aspek kepuasan kerja seperti ganjaran dan faedah yang mereka perolehi, persekitaran kerja, keupayaan untuk bekerja secara bebas dan lain-lain dalam keseluruhan. Pendek kata, di dapati bahawa pekerja secara umumnya berpuas hati dengan pekerjaan mereka dalam organisasi ini tetapi dengan kemungkinan yang tinggi sama ada untuk meninggalkan atau terus berhenti dalam jangka panjang, dalam erti kata lain.

Kata kunci: Kepuasan Kerja, Intrinsik, Ekstrinsik, Perolehan Pekerja

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LIST OF ABBREVIATIONS

PWC – Price Water Cooper
WLB – Work Life Balance
CSR – Corporate Social Responsibility
GDP – Gross Domestic Product
MHE – Mechanical Handling Engineering
MC – Medical Certificates
SHRM – Society of Human Resource Management
EVP – Employment Value Proposition
RM – Ringgit Malaysia
HR – Human Resource
DV – Dependent Variables
IV – Independent Variables
P-E – Person –Environment
SPSS – statistical package for the social sciences
KMO – Kaiser-Meyer-Olkin
MSA – Measure of Sampling Adequacy
AITP – American Institute for Technology Professionals

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Job hopping becomes an employment phenomenon internationally (Century Group, 2012) that mostly involves Gen Y employees (PWC, 2012). Because of this new trending, Johnson Control (2010) has indicated that the company must reconsider the work practices in order to tolerate with the recent development in employment environment that involves young employees. Having spelled that, let's look into this trend in terms of statistic and the prevailing explanation for the occurrence of such incidences which is indeed becoming a global concern. In February 2013, the Multiple Generations @ Work survey conducted by Future Workplace reported a crucial finding which indicated, 91% of Gen Y employees actually leave their jobs in less than three (3) years (Dass, 2013). The report further concluded that the common cause for the Gen Y employees hopping into another organization or job were due to career growth, quick salary increment and lack of organization loyalty. In other words, the underlying motivation driver is to be a high-income earner in a short period of time for the young generation workforce.

It was also stated that the Gen Y is a group of people who more emphasize on the content of the job and who they will deal with. They only demand on workplaces that can fulfil their intention in terms of personal growth through meaningful assignments, preferences for teamwork and avoidances of conflicts. Apart from that, close contact with high technology gadget has moulded the young generation employees to give their high work performance and maintenance with great deal of self-worthy (Williams, 2013). Hence, organization embracing the above values and team dynamic plays a significant role in their employer preferences. And according to Johnson Controls' Gen Y and the Workplace Annual Report, the new cohort of employees are also looking forward to engage in a conducive working environment that can articulate with emotional engagement and positively support of their well-being as a whole. In short, the underlying motive is about happiness, work life balance (WLB) and being able to contribute to the community at large scale still become the main aim for employees in manifesting their loyalty and good performance to organization.

In respect to that, Veenhoven (1991) indicated that an effective work life balance makes a person happier in performing their tasks. In contrast, a work-life conflict arise when an employee foresee inequality in organization that will result lower job satisfaction (Burke and Greenglass, 1999), biological dysfunctions and psychological stress (MacEwen and Barling, 1994). As for the Corporate Social Responsibilities (CSR) perspective, the 2006 Cone Millennial Case Study concluded that a large majority of employees would want to work for companies that care about and contribute to society (Frankental, 2001), and would refuse to work for an irresponsible company.

A company with a good CSR creates pride amongst its employees and this can create employees' loyalty. The employees who are proud to be a member of an organization with good CSR will sustain the good image of the company which will directly lead to employees' well-being in the organization. Employees will be more concerned to give a better service to the social which can drive to job satisfaction (Clark, Georgellis and Sanfey, 1997).

So far, the study has briefly emphasized on the various characteristics of the new workforce commonly known as Gen Y and their driving factors such as career growth, level of pay, the job itself, social relationship, work-life balance and learning organization (training and development) in sustaining in an organization. Hence, how people feel about their jobs and organization are different (Spector, 1997). Job satisfaction can be referred to as the degree of needs satisfaction that is derived from and/or experienced on the job (Dessler, 1978). It can be favourable or unfavourable feelings towards jobs (Davis and Newstrom, 2002) and how far the job brings the impact to the organization's productivity (Tella, Ayeni and Popoola, 2007). Therefore, job satisfaction is closely linked to that individual's behaviour (Davis and Nestrom, 1985) towards his job in both mentally and emotionally (Aziri, 2011).

There are many factors that influence an employee's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). Other influences on satisfaction include the management style and culture, employee

involvement, empowerment and autonomous workgroups (Pravin and Kabir, 2011). However, these factors were further divided in to dual dimensions namely intrinsic and extrinsic by later researchers (Buitendach and Witte, 2005). Job satisfaction becomes an indicator to the effectiveness of human resource functions (Pravin and Kabir, 2011). Therefore, to ensure the achievements of organization's goals, human resource practices would need to synchronize the aspect of job satisfaction (well-being of employees) with effective human resource policies to create an atmosphere of commitment and cooperation of its employees in long run. Consequently, job satisfaction will develop employee's loyalty that may results low turnover intentions.

According to Johnson (1995), intention to leave can be referred as the extent to which employees would like to leave voluntarily (Hinshaw, Smeltzer and Atwood, 1987). However, Firth, Mellor, Moore and Loquet (2004) stated that, little is known what determines such intentions among employees. Nevertheless, many researchers have always attempted to answer what determines people's intention to quit by investigating possible antecedents of employees' intention to quit (Kalliath and Beck, 2001) which has been the primary concern of many employers as well. Consequently, job satisfaction was found to be the most influential (Randhawa, 2007) among the factors that contributed to people's intention to quit. And Moore (2002) in his study, found that lack of job satisfaction are among the factors that contribute to people's intention to quit their jobs however it is essential to understand which aspects of job satisfaction are related to intention to quit.

When employees encounter dissatisfaction in their job, they often demonstrate absenteeism which is another form of physical withdrawal behaviour during their employment. Perception of fairness is significant becomes one of the factor that influencing job satisfaction (Adams, 1963). When employees perceive inequity, they tend to feel deprived and tension which create stress (Adams, 1965) and stressed employees may manifest their dissatisfaction through two ways; by permanent withdrawal in the form of turnover or by temporary withdrawal in the form of absenteeism (Ypcrcn and Hagedoorn, 1996).

According to Levi (1996), symptoms of stress have a significant effect on absenteeism and productivity within organizations. Houtman, Bongers, Smulders and Kompier (1994) and Stichting van de Arbeid (2002) indicated that the latest studies described two-third of medical leave might be related to high job stress which leads to physical and mental illness, absenteeism, job dissatisfaction, turnover, stress-related injuries and intention to quit (Siu, 2002, Winefield, Gillespie, Stough, Dua, Hapuarachchi and Boyd, 2003).

The issue of employees' turnover is frequently being discussed especially in the context of manufacturing sector in Malaysia as it's been seen as the 'engine of growth' in terms of gross domestic product (GDP) contribution, total exports and employment (Dogan and Koi, 2010). As employment conflict always become a national issue for instance the failure of management to create fairness in organization, calculating employees' demands may influence the increment of labour cost. Normally, monetary needs become the element to create employees' satisfaction especially to those who are at lower level.

If they fail to get their needs, they will manifest their grievance into unlawful behaviour for example absent, portraying intention to quit or resignation. The researcher has selected a manufacturing company at Shah Alam that facing this problem currently, namely Mechanical Handling Engineering (MHE)-Demag.

Mechanical Handling Engineering (MHE)-Demag was established in 1972. It operates within a close-knit regional network in Singapore (headquarters), Malaysia, Thailand, Indonesia, Philippines, Vietnam and Taiwan, supported by eight manufacturing facilities and over 35 companies and sales offices. This organization offers its clients a comprehensive range of overhead travelling cranes, hoists, warehouse trucks and a wide variety of industrial products such as gondolas, dock levellers, monorail systems and automated car parking systems. MHE-Demag manpower is formed by 340 permanent employees in total which consists of the Operative, Executive and Senior Executive, Managerial and Senior Managerial levels. Hence, this study will be centered to these target audiences particularly, employees from the Service department which has the highest percentage (7.5%) of employees who leaves the organization. With that, this study tends to study the relationship between job satisfaction and intention to leave at Mechanical Handling Engineering (MHE) – Demag which is located at Shah Alam, Selangor.

1.2 Problem Statement

The purpose of this research is to examine the correlation between job satisfaction and intention to leave among employees. It's a common subject explored by many researchers in the current context as more organizations facing the dilemma of turnover or in other words, losing potential intellectual capital due to undesirable level of motivation often caused by low job satisfaction among employees. Hence, the aspect of motivation remains a crucial link that fair balance the overall job satisfaction and in contrary, disruptive behaviour (Ololube, 2006) that leads to intention to leave.

Creating a harmonious working environment by fulfilling appropriate employees' satisfaction may create employees' loyalty. Hence, it is important for an employee to be happy with what and whom he's working with; consequently evoking a strong reactions that reflects how satisfied one is with his/her job. Crites (1985) and Davis and John (2002) referred job satisfaction as a set of favourable or unfavourable affective attitude and emotions with which employees view their work.

Job satisfaction is also said to have a positive relationship with motivation and adverse impact on intention to leave. According to Brown and Shepherd (1997), correlation does exist among perceived work motivation, job satisfaction and staying length of employees in the organization and that motivation improves workers' job satisfaction. In addition, Stokes, Riger and Sullivan (1995) indicated that motivation relates to job satisfaction and even intention to stay the firm. In other words, high job satisfaction creates the high level of motivation among employees; and high level of motivation

intents to the lower level of turnover (Abraham, Ando and Hinkle, 1998; Mael and Ashforth, 1995; Ellemers, Spears, Doosje and Kosier, 1997; Wan-Huggins, Riordan and Griffeth, 1998). Where else, job dissatisfaction may lead to the reduction of motivation which eventually leads to intention to leave. As stated by Mael and Ashforth (1992) and Meyer and Allen (1997), lack of job satisfaction contributes to the lack of motivation and eventually high turnover among employees.

Hence, organizations must put more attention to satisfy their employees intrinsically and extrinsically that assess the totality of satisfaction involving different aspects of the job and the work situation (Falkenburg and Schyns, 2007). In respect to that, Kelton (2012) and a study performed by Wall Street (2012) concluded that having a good manager, feeling appreciated by employer, opportunity for career growth, promotion or new title, recognition for achievements, attractive compensation package, realistic organizational goal, good management styles, good working conditions and opportunity to develop skills as the main elements in motivating employees to stay with their respective employers. These elements represent intrinsic and extrinsic aspects of job satisfaction.

In 2004, annual employee turnover rate in Malaysia was reported as approximately 16% (MEF, 2004). In 2007, Hewitt Total Compensation Management Survey revealed the average employee turnover rate in Malaysia was 18%. And in 2011, Malaysia was placed sixth in the Asia-Pacific for employee turnover with a 15.9% attrition rate (AON Hewitt, 2009-2011) and the report further concluded that several countries (including Malaysia) have experienced an increase in voluntary turnover due to limited internal growth opportunities. Thus, accelerating career development was recommended as the

ultimate measure for retention of employees. Kindly refer to below table 1.1 on the attrition rates.

Table 1.1
Attrition Rate in Asia Pacific from 2009 to 2011

Attrition Rate in Asia Pacific (2009-2011)			
Countries	2009	2010	2011
	Percentage (%)		
Indonesia		9.0	16.1
Japan	5.0	10.0	9.7
Korea	9.0	11.0	14.6
Thailand	9.0	11.0	13.2
Singapore	9.0	12.0	10.6
Philippines	8.0	12.0	12.6
Hong Kong	8.0	15.0	16.3
Australia	11.0	15.0	19.0
Malaysia	10.0	16.0	15.9
India	14.0	17.0	18.6
Vietnam		17.0	14.4
China	10.0	18.0	24.4

Source : AON Hewitt Report (2009 -2011)

Besides that, Wong (2012) indicated that the high turnover rate in Malaysia was also due to the job-hopping phenomenon among the current workforce. The current workforce do work hard but not in the expense of their valuable time with family or other important aspects besides work. Thus, if today's employer does not comply with their needs or have a proper talent and retention management in place, they would face the dilemma of losing potential employees in long run.

Apart from that, the turnover in Malaysia can also be best associated with the absenteeism rate and its cost. On a recent survey, each employee on an average took about nine days per year of sick leave or four percent of their working time. This absenteeism trend involving an estimated figure of 6.5 million employees has led to a huge loss of productivity/working days and abuse of sick leave privileges by feigning illnesses to obtain medical certificates (MCs). And according to MEF (2012), the cost of absenteeism is about RM100 per day and the additional costs of replacing absent workers is about RM9 billion on a yearly basis which is one percent of Malaysia's gross domestic product of RM850 billion as a result of employees taking sick leave.

In short, absenteeism can be referred as a common symptom or fall back when job satisfaction level is low among employees and usually leads to lower productivity (Wright, 2010). Waters and Roach (1971), with some empirical studies found a significant negative relationship between overall job satisfaction and absenteeism which is most likely related to attitudes towards work (Muchinsky, 1977). It was stated that employees who felt under-rewarded were less satisfied and therefore exhibited undesirable behaviour leading to lower productivity and higher absenteeism than those

who felt equitably treated or over-rewarded (Oldman et al., 1986). In other words, employee deserves to be treated fairly and appropriately, and the level of employee satisfaction or dissatisfaction may reflect the extent to which they experience good or bad treatment in an organization (Spector, 1997). And when they don't have job satisfaction, people tend to leave their jobs (turnover) and while they are being replaced and sometimes after, productivity in the organization goes down (Wright, 2010).

In summary, absenteeism creating a high cost to the organization (Wright, 2010). Absenteeism caused sick leave would still require the respective organization to pay for their absent employees. Apart from that, they are likely to lose the desired productivity level because other employees would need to perform the additional tasks or "take up the slack" during the absences of the relevant employee which is then often compensated in the form of overtime. And the organization would still have to maintain all of the other regular benefits like insurance etc. that still costs the organization (SHRM, 2010).

And not to mention, costs for maintaining and administering the absence system. In addition, the line managers/supervisor would need to spent additional time in revising work schedules, checking for substitutes and in worst cases, counselling and reprimanding employees when the level of productivity and morale affected due to this phenomenon. In short, such deviant behaviour is often caused by low job satisfaction among employees which eventually leads to intention to leave if not managed properly. Moving forward, the next few lines will observe the turnover rates at a broader level by looking at the various categories of industries in Malaysia. However, our primary focus

will be centered to the manufacturing industry which co-relates to our case study at Mechanical Handling Engineering (MHE) – Demag.

A survey was conducted by MEF (Malaysia Employer Federation) on executive positions between July 2010 and June 2011, involving 143 organizations across various sectors in Malaysia. The survey discovered that the IT/Communication industry leads the other industries with the highest percentage of 75.72% followed by Association/Societies and Hotel/Restaurant respectively at 33% and 32.4% for the non-manufacturing category. As for the manufacturing category, industries related to metallic products, electrical and electronics, plastic/rubber, food and beverage, and transport/machinery/manufacturing projected the highest average turnover rates of executives (refer to table 2). At nutshell, this phenomenon is said to increase the replacement costs for employers as new employee needs to be recruited to replace the leavers’.

Table 1.2

Average Yearly Turnover Rate of Executives by Industry from July 2010 to June 2011

Average Yearly Turnover Rate of Executives	
July 2010 – June 2011 by Industry (%)	
Types of Industry	Annual Average
Manufacturing	
Basic & Fabricated Metallic Products	23.88
Electrical & Electronics	23.04
Food & Beverage	17.88
Petroleum/Chemical	7.08
Pharmaceutical/Toiletries/Non Metallic/Mineral	9.6
Plastic/Rubber	19.92
Printing/Publishing/Paper/Timber/Wood Products	11.88
Transport/Machinery/Manufacturing	16.68
Subtotal	18.84
Non-Manufacturing	
Associations/Societies	33
Banking/Finance/Insurance	12.12
Business Services	15.72
Holdings & Investment/Plantation	17.4
Hotel/Restaurant	32.4
IT/Communication	75.72

Table 1.2 (Continued)

Medical Services	19.8
Professional/Consultancy/Education/Training	29.28
Property/Construction	15.6
Transport/Warehouse Services	26.88
Wholesale/Retail/Trading	18
Subtotal	22.44
TOTAL	20.88

Source : Malaysia Employer Federation (2012)

From the table 1.2, the manufacturing sector contributed about 16.68% to the Malaysia executive turnover rate between the years 2010 to 2011. And in another recent survey, the overall turnover rate in Malaysia dropped from 16% in 2011 to 10.8% in 2012 however the manufacturing sector was still facing a high turnover rates as this industry was seeing growth in the recent times. In respect with, the top three reasons for the high turnover were centered to better career opportunities (44%), higher pay (39%) and greater flexibility in work arrangement (13%) - (Towers Watson, 2012). The report concluded that career development was taken seriously by Malaysian employee where the growth prospects were viewed as bright and that the current workforce is driven by strong aspiration to build a successful career along with better quality of life. The bottom line is employers should design a comprehensive EVP (employment value proposition) that balances different aspects of motivator related to job satisfaction. With that, we will be looking at MHE-Demag Malaysia Sdn Bhd which is parked under the manufacturing sector as well and study the possible reasons associated with varies aspects of job

satisfaction that leads to the employee's intention to leave the respective organization. These aspects will be viewed from the intrinsic and extrinsic perspectives.

As mentioned earlier, MHE-Demag specializes in design, manufacturing, marketing, commissioning and servicing of a comprehensive range of materials handling equipment and systems to the rapidly growing industrial markets of Southeast Asia. The Group's principal business activities are cranes and hoists and industrial products. Each is backed and supported by a fully-integrated service and parts operation (www.mhe-demag.com, 2013). And just like any other organization, MHE-Demag also face a similar dilemma when it comes to turnover. To start with, we shall be looking at some of the vital metrics (measurements) of this respective organization in the area of turnover, absenteeism and profitability. Having said that, let's move on with the turnover rate first.

Between the years of 2008 to 2012, the organization reflected a turnover rate of 6.8% to 7.5% and as for the absenteeism rate it was between the ranges of 0.2% to 1.1%. As for the profitability metric, it has undergone a reduction of 23% in 2012 compared to 2008 which sums up the net profit to 0.98 million Ringgit Malaysia (RM). The following table 1.3 and figure 1 has the summarized these data accordingly. Even though the turnover rate has reduce in 2012 but it still considered high as Steel, Shane and Griffeth (1990) indicated that most studies have put the turnover rate less than 1.0.

Table 1.3

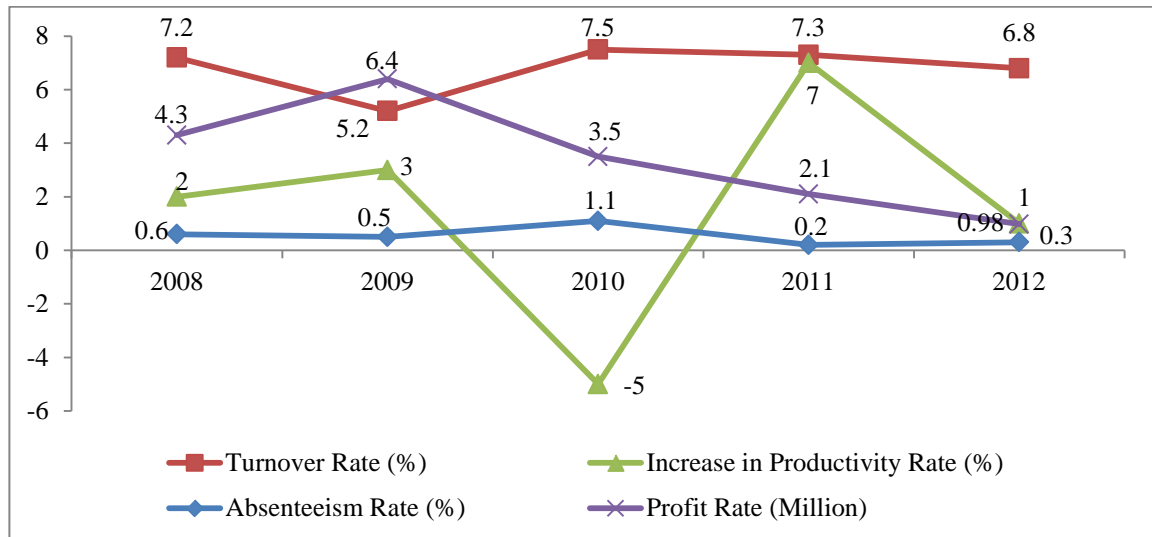
Profit, Turnover, Absenteeism and Productivity Rate for the Business Year 2008-2012

Business Year	2008	2009	2010	2011	2012
Profit Rate (Millions)	4.3	6.4	3.5	2.1	0.98
Turnover Rate (%)	7.2	5.2	7.5	7.3	6.8
Absenteeism Rate (%)	0.6	0.5	1.1	0.2	0.3
Productivity Rate (%)	87	90	85	92	93
Increase in Productivity Rate (%)	2	3	-5	7	1

Source : MHE-Demag Annual Report 2012

Figure 1.1

Overall Diagram on the Profit, Turnover, Absenteeism and Productivity Rate for the Business Year 2008-2012



Source: MHE-Demag Annual Report 2012

From the overall chart, it clearly indicated that year 2010 was definitely a turning point for MHE-Demag as it projected the highest turnover and absenteeism rate of 7.5% and 1.1% respectively and, a decrease in productivity rate from 90 to 85 percentages (-5% drop). This eventually sets the course of the management to act immediately on these issues. It was indicated that when absenteeism occurs, MHE-Demag would take the following measures to maintain productivity which are as follows:

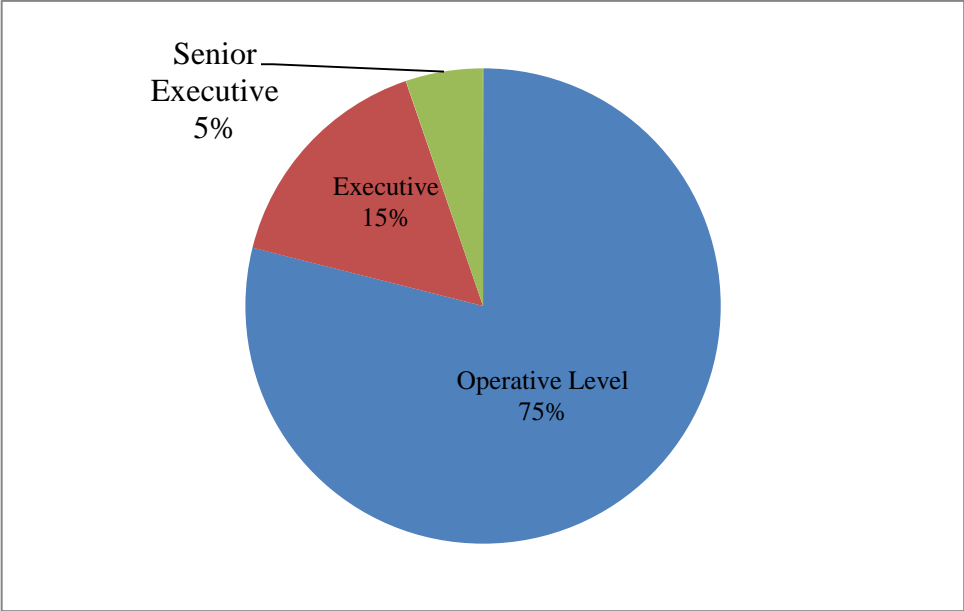
- i. Overtime is implemented to maintain production output
- ii. Out-source certain portion of work load
- iii. Increase manpower from other subsidiaries which is within the group

And as for the business year 2012, turnover rates still remain at a high percentage of 6.8 which is closely tailored by an increase of 0.3% respectively in absenteeism rates. Point to note, the net profits for the last five (5) years remains at an alarming level and therefore, management ought to take some measurement in tackling the turnover dilemma which could be a potential threat apart from other elements that's affecting the profit ratio of the organization.

It was also stated that compensation, relationship with supervisor, working environment (extrinsic) and career advancement (intrinsic) are among the identified factors which contributes to the intention to leave among the employees of MHE-Demag. Hence, the research will try to determine the positive correlation between intrinsic and extrinsic aspects of job satisfaction with intention to leave in this relevant organization.

The target population would be another area to look at. At MHE-Demag, approximately 75 percentage of the operative level (from the Service Department) in particular, is anticipated to leave the organization compared to others. The below Figure 2 will indicate these percentages accordingly. Hence, the targeted population will be referred to all level of employees who originates from the Service department of MHE-Demag.

Figure 1.2
Who leaves MHE-Demag?



Source: MHE-Demag Annual Report 2012

1.3 Research Questions

As stated above in the problem statement, the research will try to determine the correlation between job satisfaction and intention to leave among the employees of MHE-Demag (Malaysia) Sdn Bhd. The research questions will be centered on the following points:

- i. Does the intrinsic job satisfaction correlates with intention to leave?
- ii. Does the extrinsic job satisfaction have direct relationship with intention to leave?

1.4 Research Objectives

The main aim of this research is to explore the relationship between Job Satisfaction and Intention to leave among the employees in the identified organization.

In summary, the objective of this research is to:

1. To determine the relationship between intrinsic job satisfaction and intention to leave
2. To determine the relationship between extrinsic job satisfaction and intention to leave.

1.5 Significance of the Study

Turnover or intention to leave among employees is becoming rather visible and a common dilemma faced by all organization regardless where they are located as we moving towards 21st century. Although this issue is rather norm in the international platform but it is taken more seriously by most organization around the globe. Research suggested that direct replacement costs can reach as high as 50 to 60 percentages of an employee's annual salary with a total costs associated with turnover ranging from 90 to 200 percentages of annual salary (Cascio, 2006). And this cost is substantially greater in the context of professional, management and executive positions and not to mention other additional risk that cause ultimate loss of knowledge, innovation and leadership (Such, 2012). Apart from that, high turnover rate may also result in low employee morale that stemmed from overload and uncertainty of the new responsibilities and direct impact on organization revenue and profitability (Markovich, 2013). Therefore, it is important to understand their requirements or needs which are closely linked to many aspects of job satisfaction (which in fact correlates with the different aspects of job and the work environment) and moving forward; in identifying and improvising these elements to reduce the turnover or intention to leave among employees of the identified organization. Hence, through this research we will be analysing the various factors that have significant influences on the employees' job satisfaction and recommending the appropriate measurements in minimizing the turnover or intention to leave.

Apart from that, approximately 75 percentage of the operative level in particular, is anticipated to leave the organization compared to others in the identified organization. Such consequence is often tied to the current Human Resources (HR) practices of the organization. Aspects of recruitment process and on-boarding could be a possible factor to look into. Therefore, organizations with a common dilemma would be able to use this research to improvise or construct a new work policy to reduce the intention to leave among their employees. This research will also be looking at compensation, career opportunity, working environment, relationship with supervisor and; its link to job satisfaction and impact on the intention to leave of the identified organization. With that, this research would be an eye-opener for other organization to initiate or construct a new compensation package, establishing effective career planning, creating a more conducive workplace environment and managing relationship with superior; that would help to retain their employees. In other words, it would help to implant such ideas as a long term strategy in initiating good retention program within the organization.

As a conclusion, we shall look into the various attributes/indicatives of lower job satisfaction and its correlation (the negative aspect) to intention to leave among employees in the identified organization. If the research does reflect the desired correlation between the two variables, then this research would be a cornerstone for many organizations to be used in exploring and further exploiting these elements in the context of job satisfaction to influence the intention to leave among employees in their organization. The end results of this research would definitely signify some valuable finding as turnover remains a global issue which needs to be addressed and challenged by every organization regardless where they are.

1.6 Scope of the Study

We will be looking at the various intrinsic and extrinsic elements of job satisfaction such as compensation, career opportunity, working environment and relationship with supervisor, etc. and how it correlates with the employee's intention to leave the organization. The targeted population is estimated at 137 people and a sample study of 103 people involving all level of employees will be examined for the purpose of this study.

1.7 Organization of the Thesis

The first chapter can be simply divided into six (6) main parts. The first part basically refers to the background of the research. This session will briefly explain on the current phenomenon of the international platform - job hopping and its link to the new cohort of workforce which has a different interpretation towards their job. And moving forward, the relationship between the job satisfaction and intention to leave will be explained from a wider perspective. The final session of the first part would be elaborated on the background of the identified organization and the targeted population of the study.

The second part will be the problem statement. The session will be talking about the substances of job satisfaction and its impact on motivation level which eventually affects the turnover or the intention to leave in an organization. This is then followed by the recent happening in the context of turnover intention among employees due to job satisfaction. Various examples from US have been exhibited. However, since the

research is based on a Malaysia organization, I have also explored the recent happening from the same perspective but in the context of Malaysia. Information on the latest turnover rate and its root caused has been explained by examining the impact of low job satisfaction on the absenteeism and productivity rate which eventually sets the course in affecting a higher turnover rate or intention among employees. This is then followed by a brief introduction on the business nature; the turnover, absenteeism, productivity and profitability rate of the identified organization. This metrics (if proven otherwise) represents the underlying issues related to job satisfaction and the turnover intention within the selected organization.

The third part is the research questions. This session will explain briefly on what will be the scope of the research. In other words, the research questions will be the ultimate guidance in driving the entire research towards achieving its objective. The fourth part is the research objective. This session will be elaborating on the purpose or goals of the research as a whole which is to define the relationship between job satisfaction and intention to leave, to determine the factors that influences the job satisfaction and etc. The fifth session is the significant of study. This session basically explains about how the research can serve its purpose to other parties or how would one gain from the research findings. In a valid context, these findings can be used as guidance in tackling turnover intention in other organizations. And the last part would be the scope of study. This session basically refers to the targeted population, tools used to measure and identifying the dependent variables (DV) and independent variables (IV) in the selected organization.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Job is one of the many apparatus that balance the other aspects of life. It plays a vital role as ones' mean of sustaining a survival in a competitive world. It tends to occupy most time of our daily routine hence; it is considered a necessity for a person to be happy with his/her job at the end of the day. In the current platform, the definition of job has been revolutionized as a momentous driver of life reflecting a more personal bond with employees that moulds them into a better worker through the demonstration of meaningful work that contributes to the attainment of complete life in the context of community or self-expression through meaningful engagement in our communities (Davis, 2002). As mentioned by Coster (1992), work can have a significant impact on the total quality of an employee's life which in fact can be clearly reflected in their behaviour often in the form of complaints and grievances, absenteeism, frequent labour unrest and termination of employment (Locke, 1976; Visser, Breed & Van Breda, 1997). Thus, job satisfaction can only be achieved if one has a meaningful job (Baghaei, 2011) as it may impact significantly on every aspects of an employees' life (e.g. social, work lives and personal) and as such influence their behaviour pattern at work (Sempane, Rieger and Roodt, 2002) which eventually led people to develop affective and attitudinal

attachments towards their workplace over time, resulting in high levels of commitment, satisfaction and trust (Allen and Meyer, (1990) and Mowday, Porter and Steers, (1979)).

With that, let's move on to the substances of job satisfaction and its link to turnover intention. According to Westover (2012), job satisfaction has been conceptualized in various manners. In simple terms, job satisfaction is referred as a general attitude towards one's job (Robbins, 2001). Job satisfaction was also defined by Luthans (2005) as a state of emotional contentment resulting from the appraisal of one's job or job experience. A similar understanding was concluded by Keith Davis and John W. Newstrom (2002) whom stated job satisfaction as a set of favourable or unfavourable feelings and emotions with which employees view their work. Similarly, Baldwin, Padgett and Tait, (1989) and Hies, Wilson and Wagner (2009) viewed job satisfaction as an attitude that impacts the overall perception one have towards life, or life satisfaction. It was also indicated by Judge, Boudreau and Bretz, (1994) that it is a repeated attitude that has a constructive relationship with life satisfaction and therefore requires continuous management. In short, it reflects employee's perception to the various aspects of job such as structure, timing, job conditions, tasks, compensation, responsibilities and relationship with co-workers (Ommen, Driller, Köhler, Kowalski, Ernstmann, Neumann, Steffen and Pfaff, 2009; Spector, 1997) which plays a vital character in defining employee's total satisfaction in an organization.

Job satisfaction is also often linked to turnover intention of an organization. As indicated by Ward and Sloane (2000) and Clark (2001), job satisfaction scores can explain employees' intentions to quit or actual quits. Similarly, Lu, Lin, Wu, Hsieh and Chang (2002) examined the relationship between the two variables and concluded that a substantial negative association was to be seen between these variables. And according to Shader, Broome, Broome, West and Nash (2001), the higher the job satisfaction is, the lower the anticipated turnover and vice versa. In other words, job satisfaction is referred as the degree of needs satisfaction that is derived from and or experienced on the job (Dessler, 1978) which consequently amounts to dissatisfaction when employees fail to achieve their needs. Hence, the presences of job dissatisfaction have an influence on thinking of quitting, which in turn leads to intention to search and eventually to turnover (Mobley, Horner and Hollingsworth, 1978; Hom and Griffeth, 1991) that has some significant effects on organizations (DeMicco and Giridharan, 1987; Dyke and Strick, 1990) in term of profitability if not managed properly (Hogan, 1992; Wasmuth and Davis, 1993; Barrows, 1990). Similarly, Gustafson (2002) argued that turnover does include other lost in costs such as productivity, sales and management's time. In addition, the costs do not stop there but grows to approximately 50 percent of the worker's annual salary for hiring and training (replacement costs) which often occurs when the new substitute arrives (Johnson, Griffeth and Griffin, 2000).

Apart from that, each time an employee leaves his/her organization, the firm experiences a remarkable drop in productivity due to the learning curve related to the job and organization. And the situation is further devastated with an additional cost that occur from the lost of human and relational capital of the departing employee to competitors (Meaghan and Bontis, 2002). With that, high turnover among employees has increase the importance of efficiency in the management of the contemporary businesses in today's world. As more organizations facing difficulties in actualizing performance above the current level of employees, a similar complexity is faced in the context of increasing employees' attention and directing their behaviour towards the organizational goal targets and its achievement. Hence, organizations are taking pro-active measurements in protecting these tangible assets of the firm through knowledge and skills of people to hold the true strategic advantage. This eventually leads to a must respond environment by organization to employee's professional needs that evolve around the various aspects of job satisfaction. With that, it is vital for the organization to examine the various contributing elements of job satisfaction and its correlation with intent to leave in utilizing its human resource effectively. Consequently, to examine if these aspects of job satisfaction in fact, is the *de-facto* element that causes employee's turnover intention.

2.2 Turnover and turnover intention

The initial turnover studies were centered to individual's motives and their decisions to leave the organization (Caplow & McGee, 1958; Flowers & Hughes, 1973; March & Simon, 1958; McCain, O'Reilly, & Pfeffer, 1983; Steers, 1977). However, the

subsequent studies shifted to the impact organizational and structural variable have on work-related attitudes (Johnsrud and Rosser, 2002). In other words, the impact of organizational factors (such as technology, internal opportunity structures, emergent structures and processes) on the intermediate social psychological variables such as job satisfaction, morale and commitment which in turn affects intended and actual organizational turnover (Bluedorn, 1982) was studied.

According to Rossano (1985), turnover was defined as the intended cessation of employment which excludes retirement or pressured voluntary withdrawal that receives compensation from the relevant organization. Turnover is also referred as replacement of workers on a given time frame (Agnes, 1999). Apart from that, turnover is also known as the rate at which employees enter and leave a company in a given fiscal year (SHRM, 2012). Where else Johnson (1995) indicated that turnover intention commonly known as intention to leave is also referred as retention principle that explains the extent to which professional would still be fond of leaving, even if they stay in their role. And according to Price (2001), intention to leave is described as the extent to which employment continuity is carried out with their respective employers. At nutshell, a good proxy indicator for actual turnover would be intention to leave (Bluedorn, 1982, Lee & Mowday, 1987; Steers & Mowdays, 1981) compared to actual turnover which is far more complex to study due to complication in locating leavers and poor survey responses (Johnsrud and Rosser, 2002). Having spelled that, let's review some of the previous studies related to turnover intention or intention to leave.

2.3 Previous studies regarding Turnover Intention

Turnover is a universal phenomenon that kicks in when there is a movement of labour out of and into a working organization (Lashley, 2000) and often referred as voluntary and involuntarily turnover. When an employee choose to leave the respective organization of his /her own free choice, it's commonly known as voluntary turnover and in contrary when an employee is forced to leave the organization due to poor performance or economic crisis, it is then known as involuntarily turnover (Aksu, 2004). However, most studies were centered on voluntary rather than involuntarily turnover (Wright, 1993) which makes it a critical issue to most organizations.

One of the earliest and influential turnover models was introduced by March and Simons (1958). Their model was associated with factors affecting perceived desirability and ease of movement within the labour force. But subsequently the study of turnover in various contexts, made ways to the development of many turnover models (Price, 1977; Mobley, 1977, Mobley, Griffeth, Hand and Meglino, 1979; Jackofsky, 1984; McBey and Kawakowsky, 2001). Various variables such as pay level, integration, instrumental communication and centralization, associated with turnover was defined as the primary determinants of turnover (Price, 1977) and not to mention, satisfaction as the immediate precursor of turnover (Mobley, 1977). Jackofsky (1984) has further contributed to this field of study by integrating job performance in the process model of turnover and followed by Hom and Griffith (1995) using a meta-analysis model. Consequently, drawing attention to four influential sources of turnover which are work-related attitudes (push factors), external environment factors (pull factors), individual characteristic

factors and job performances factors, which continued to shape our way of thinking in the turnover literature (Ghazali, 2010). With that, employee turnover was studied from many different perspectives, consistently examining and linking relevant variables to process model of turnover hence establishing relationship (either positive or negative) in defining the actual causes of turnover as the final outcome.

As stated above, many researchers endeavoured all possible avenues to determine employee's intention to leave by analyzing the possible antecedents (Kalliath & Beck, 2001; Kramer, McGraw & Schuler, 1997). Consequently, it was indicated that people's intention to quit their jobs was due to lacking in job satisfaction which was among the other contributing factors according to Moore (2002). Similarly, it was stated that job satisfaction can influence a variety of important attitudes, intentions and behaviours (Alam & Mohammad, 2009) which in fact became a leading factor to rationalize researches on job satisfaction (Koustelos, 2001) and it's relations to turnover intention.

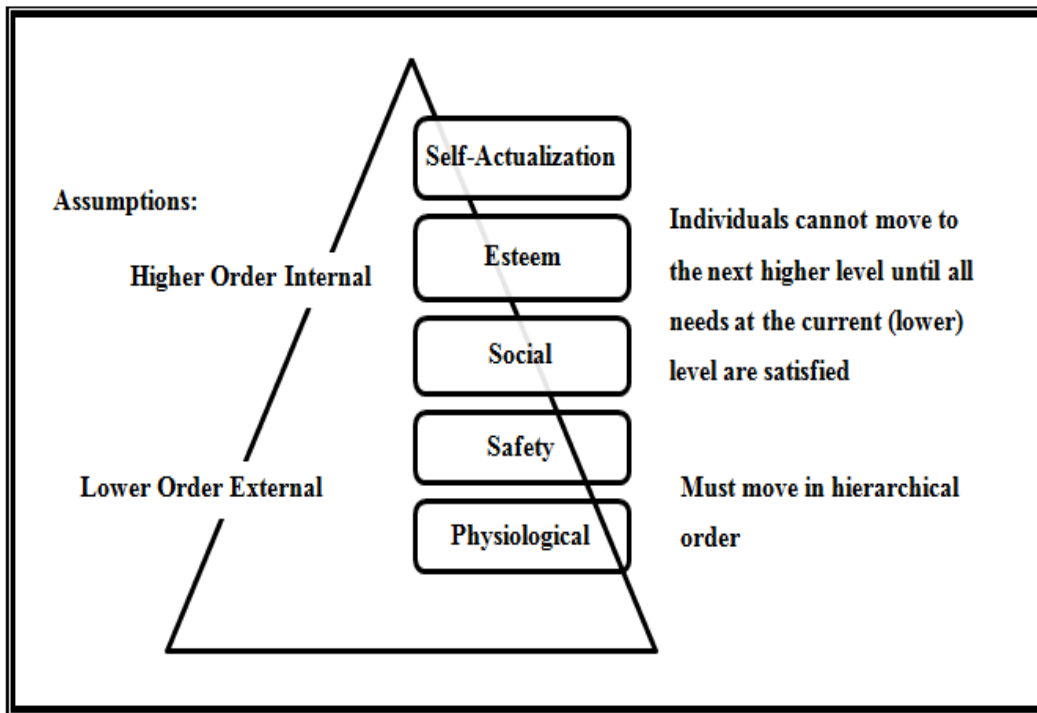
2.4 Job Satisfaction

The word 'satisfaction' comes from the Latin word of '*satisfactiō*' which means fulfilment of a need or desire (The American Heritage, 2000). From the micro perspective of fulfilling the most fundamental needs of a person to the macro perspective that involves the large organization, satisfaction plays a vital role because it sets a certain benchmark or standard which reflects sufficiency or adequacy. As indicated by Warr and Inceoglu (2012), satisfaction refers to an acceptable level rather than to an enthusiastic, energized state. In short, satisfaction is the process of successfully fulfilling

needs in turn, is also fundamental to life itself (www.amosweb.com, 2000). Job satisfaction is associated with theory of needs constructed by Maslow.

The hierarchy theory of needs was developed by Abraham Maslow in the 1950's and his theory stated that with every individual there is a hierarchy of five needs which is displayed in a pyramid form. The lowest levels of the pyramid are made up of the most basic need such as food, shelter and clothing, while the more complex needs are located at the top of the pyramid such as self-actualization, which could be reached after each level of social, intellectual and spiritual needs are conquered. In short, as each need is met or satisfied from the bottom, the next level of need becomes dominant. His theory posits that individuals are stuck in their existing need level until it is satisfied and then they can move on to the next level (refer to Figure 2.1: The Maslow's Hierarchy of Needs). Although the ultimate idea of this theory is rather simple but Maslow emphasized that every individual has needs or desires which are unlimited, insatiable and endless with limited resources to satisfy them and that at any given time, there is a uniquely active need which must be satisfied that do not motivate anymore once satisfied (Ifedili and Ifedili, 2012).

Figure 2.1
The Maslow's Hierarchy of Needs



Source: Wikipedia, (2013). Maslow's hierarchy of needs. Retrieved from, http://en.wikipedia.org/wiki/Maslow's_hierarchy_of_needs

Thus, let's view the above setting from the individual perspective, especially in the context of an employee in an organization. What could be the most significant element that an employee would like to achieve/attain in the context of job satisfaction with their existing employer? This question is rather subjective and would be a quite a challenge to respond. Nevertheless, the answer may vary from one individual to another. This is simply because each individual are unique and therefore driven by different needs pertaining to intrinsic and extrinsic elements of job satisfaction that caters in the best interest of the employee. In short, it refers to the individual matching of personal needs to the perceived potential of the occupation for satisfying those needs (Kuhlen, 1963) and in contrary tends to leave the job if not fulfilled.

2.5 Dimensions of Job Satisfaction

There are many aspects that have been researched in relation to job satisfaction. Although extensive researches have been conducted on job satisfaction (Li-Ping Tang and Talpade, 1999), measure and predict job satisfaction (Okpara, 2004) however, the recent focus has been towards the dimension of job satisfaction itself (George, Louw and Badenhorst, 2008). These dimensions are the fundamental needs of a typical employee in an organization and are often linked to reward/compensation system or pay structure, working environment, the characteristic of job and supervision etc. And if these needs are not satisfied, the same work force which is responsible in leading the organization towards prosperity with their hard work and determination, can potentially throw the same institution towards downfall. In short, unless and until the efforts and contributions of employees are recognized and rewarded accordingly, it would not be able to conquer the highest level of job satisfaction among the people. As indicated by Dawis (1992) and Roberts and Roseanne (1998), job satisfaction can be attained by employee if their individual experiences, capacities and values can be employed in their work environment that would offer opportunities and rewards in return. Hence, job satisfaction is very much linked to employee's perception and evaluation of the job which is influenced by the employee's needs, values and expectations. In other words, jobs are evaluated by people on the basis of factors by which they regard as being important to them (Sempane, Rieger and Roodt, 2002).

Job satisfaction dimensions are complex and closely linked to job attitude. The common aspects of job satisfaction including work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company and management (Locke, 1976) was being identified. However, the later research divides these aspects into two dimensions known as intrinsic and extrinsic. The intrinsic and extrinsic dimension represents work-related reinforcement preferences, or tendencies to value specific types of incentives inherent in the work environment (Caldwell, O'Reilly and Morris, 1983; Glynn, 1998). The intrinsic aspects of job satisfaction represents an individual that values opportunities for creative self-expression, intellectual fulfilment and the pleasure related to task mastery on the job where else extrinsic aspects of job satisfaction are referred to individuals that mainly values remuneration and view work as a way to attain remuneration (Malka and Chatman, 2003).

As indicated by Loscocco (1989), every employee has a certain order of priorities with what he or she wants from their respective work. Some emphasizes on both types of rewards but on the contrary, some emphasize little on either and in extreme cases, only one type is emphasized. Nevertheless, both intrinsic and extrinsic aspects of the rewards donate to job satisfaction (O'Reilly and Caldwell, 1980) of employees. On the other hand, to what extend these two dimensions influence and how best it satisfies employees would be the critical objective of this study.

As stated above, the intrinsic aspects of job satisfaction is related to job tasks and job content such as variety, autonomy, skill utilization, self-fulfilment and self-growth (Buitendach and Witte (2005) or commonly known as *Motivators* which include achievement, recognition, work itself, responsibility and advancement (Herzberg, 1959). Where else, the extrinsic aspects of job satisfaction is related to job context or environmental factors and commonly known as *Hygiene Factors* such as company policy, administration, supervision, salary, interpersonal relations, supervisor and working conditions (Herzberg, 1959). In short, the motivators and hygiene factors are similar to the intrinsic and extrinsic job satisfaction factors of other scholars (Weiss, Dawis, England and Lofquist, 1967).

And according to Herzberg, Mausner and Snyderman (1959), job satisfaction and dissatisfaction are seen as independent due to the fact that factors (motivators) that led to job satisfaction when present are not the same factors (hygiene factors) that led to dissatisfaction when absent. They also further pointed out that the opposite of dissatisfaction is not satisfaction but no dissatisfaction. Consequently, both hygiene factors and motivators are critical but signify in different manners (Naylor, 1999). Hygiene factors are perceived as necessary but not sufficient conditions to satisfy employees but rather prevent dissatisfaction in contrary with motivators that produces satisfaction.

2.5.1 Extrinsic Job Satisfaction

2.5.1.1 Rewards and Career Development

One of the common practices would be the reward/compensation system which make an employee satisfied and highly motivated with her/his job at the same time. It's an advantageous in a way as it injects self-confidence among employees by offering different schemes of rewards as a way of acknowledging their efforts which in turn helps the employee to ponder on the point that he/she as well as his/her works is being valued and taken seriously by the organization. Apart from that, such offering also plays a significant role as a stress reliever for all employees and this is often achieved through the seeking of a suitable job that fulfils the required needs of an individual. As indicated by Weinstein (1997), when an employee is given a monetary reward, that experiences drives an exceptional pleasure within them and re-directs their individual needs to a series of commitments that need to be settled. These commitments often occur in the form of expenses closely tied to the other extended needs of an individual. Hence, the choice of job is often influenced by the monetary value the job carries. In other words, the job with most influential (highest) of monetary value would be the top priority of any new hires in which, it is very much correlated to the needs of individuals. These needs may vary from one individual to another and with the ability of quantifying it; one may well define their expectation from a job. In short, representing an individual with the right choices of job and compensation package activates the feelings of self-sufficiency which eventually leads to the desire to be independent (Vohs, Mead and Goode, 2006) and satisfied as an end result.

When reward/compensation system is discussed, it is often associated with recognition. According to Fisher and Ackerman (1998), recognition is a sense of appreciation expressed by a group to individuals that projected desired behaviours and ascribed as a contributing factor that affects an employees' motivation level. But contrary to appreciation, recognition may also include monetary value but these facets are not of any importance of significance as it does not work independently. Fisher and Ackerman (1998) further stressed, although recognition may have some significant effect on an employee societal, however its affect can't be measureable or exaggerated without monetary reward. In other words, intrinsic and extrinsic rewards are usually correlated but however there is no direct relation between admirations of the workers and their willingness to work if their pay is not good enough. Hence, there is no value of intrinsic rewards like acknowledgements, admirations and authorizations when there are no extrinsic rewards (Hafiza, Shah, Jamsheed and Zaman, 2011).

As a conclusion, there is an important relationship between reward and recognition and that between motivation and satisfaction. Types and nature of rewards have a direct link with employee's satisfaction. Hence any modification in rewards and recognition can anticipate definite change in work motivation and satisfaction (Ali & Ahmed, 2009) and not to mention in the enhancement of performances if more attention is given on these aspects (Katou, 2008).

2.5.1.2 Work Environment

The new business platform has reflected an entirely new paradigm in terms of working environment. This is due to the fact that the business today is rather competitive and involves rapidly changing markets; hence it is crucial for all organizations to ensure that their employees are satisfied and productive. Thus, the new interface of an organization is not just about providing the very best in terms of a good pay but also a physical workplace which provides a pleasant, comfortable and healthy work environment that supports their activities. As indicated by Leaman (1995), Batenburg and Van der Voordt (2008) and Windlinger (2008), work environment was found to have a strong influence on employee satisfaction and productivity and therefore becomes the accountability of the employer to comprehend employee's expectation toward their workplace before it leads to incomplete workplace practice (Lee, 2006).

Apart from that, it was also stated that people experience high levels of job anxiety and tension when they don't share their organization values (Posner, Kouzers and Schmidt, 1985). The way an organization is perceived by employees in long term, often falls back to the laid foundation of their core values or in a wider perspective, the organization culture itself. Culture in a descriptive term, may act as a substitute for formalization. In other words, it describes the organization in an effort to help increase the understanding of how an organization works. The core values within an organization are the primary beliefs (key components of culture) that most people in the organization accept. Culture in short, convey a sense of identity for the members of the organization.

If the cultures are strong, they can facilitate a continuous commitment to something larger than self-interest over an extended period of time. Cultures also help people know what to expect in the organization and can thereby enhance the stability of the social system. Through doing this, it can also serve as a sense-making and control mechanism for fitting employees into the organization. But why culture and how it is linked to favourable working environment? This is simply so because a positive organization culture for example empowerment is one that builds on employee strengths so that employees can develop and grow in the right environment. It also rewards more than it punishes so employees feel good about what they are contributing. Thus, working environment is seen as the one of the deciding factors that influences the desired behaviour and final outcome of employees. Finally, culture also emphasizes individual vitality and growth so that employees are operating at full potential.

With that, it becomes the organizations' responsibility to provide a favourable working culture to optimize the fullest capacity of workplace environment of an employee. A good and suitable working environment has the tendency of leading the respective employees towards a more open and expressive approach in delivering the desired goals. Hence, a favourable work environments helps to develop organizational commitment and role clarity (Hunt, Wood and Chonko, 1989), ensuing in the reduction of role conflict and ambiguity (Shih and Chen 2006) which leads to high job satisfaction (Stansfeld and Candy 2006).

Apart from that, it was also stated that theories about person - environment (P-E) fit have viewed incompatibility between an individual and their environment as a significant source of stress (Warr and Inceoglu, 2012). The central hypothesis of P-E theory is that misfit between the person and the environment leads to psychological, physiological and behavioural strains, such as dissatisfaction, boredom, anxiety, depression, elevated serum cholesterol, smoking and so on (Edwards and Van Harrison, 1993). In contrary, promotes satisfaction, as a person responds with positive feelings to environmental conditions which match those that are desired (Locke, 1969).

The bottom line is a favourable work environment increases satisfaction, commitment, and performance (Kristof-Brown, Zimmerman and Johnson, 2005; Vancouver and Schmitt, 1991) and it's more relevant in today's social context of an organization which needs to accommodate a larger group from varies background and cultures. In short, a healthy work environment may enhance employee's satisfaction and reduce their intention to quit.

2.5.2 Intrinsic Job Satisfaction

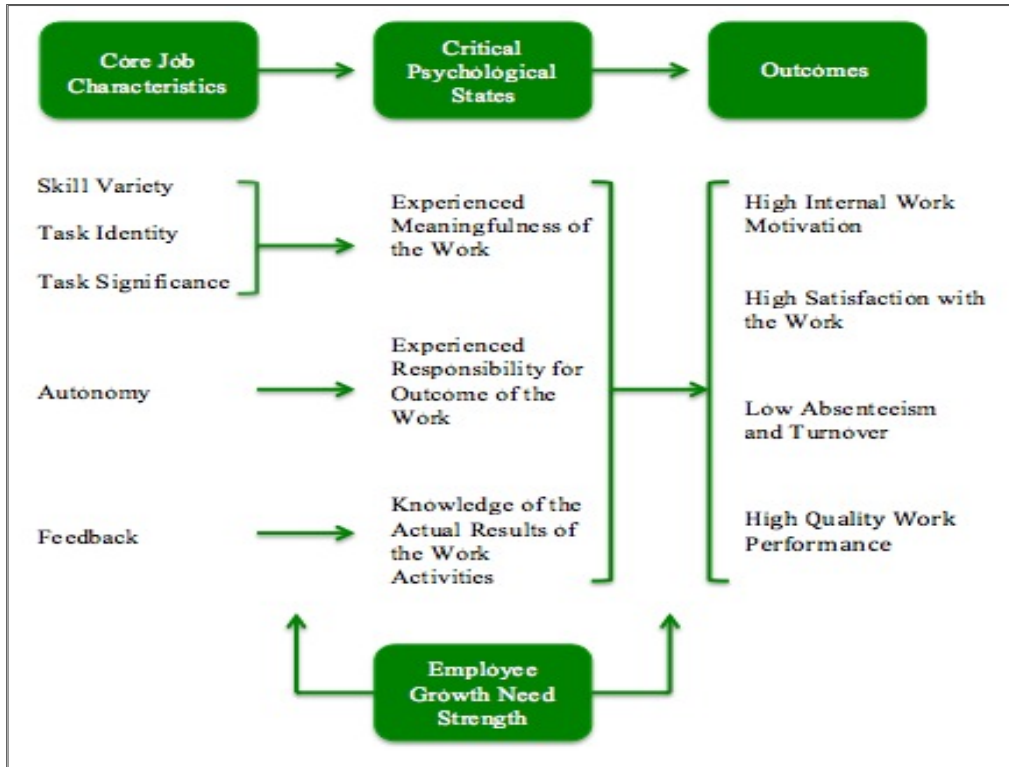
2.5.2.1 The Job itself

In the current setting of the new world, jobs are no longer viewed as a mechanism to overcome the struggle of survival only but it is also expected to engage with the internal needs of an employee. The current workforce, encompassing 5 generations (including Gen Y), wants a career lattice that caters to individual needs or they will move fluidly between companies and assignments if their needs are not fulfilled by the respective organizations. With that, person-fit-job becomes vital in engaging the right talent for the job which in turn influences the degree of involvement, satisfaction and enthusiasm for the job. This process most commonly influenced by the characteristic of the job – aspects of employee’s job and tasks that shape how the individual perceives his or her particular role in the organization. Hence, the clarity of tasks leads to greater job satisfaction because greater role clarity creates such workforce, which is more satisfied with, committed to, and involved in work (Moynihan & Pandey, 2007).

Apart from that, Job Characteristics Model, is also widely used as a framework to study how particular job characteristics impact on job outcomes including job satisfaction. The model states that there are five core job characteristics which are – skill variety, task identity, task significance, autonomy and feedback (refer to Figure 2.2 – Perceived Core Job Characteristics) which impacts three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results) which in turn influences work outcomes such as job satisfaction, absenteeism,

work motivation, etc. (Hackman & Oldham, 1976). In other words, the five core job characteristics can be combined to form and used as index of how likely a job is to affect an employee's attitudes and behaviours.

Figure 2.2
Perceived Core Job Characteristics



Source : Wikipedia, (2013). Job Characteristic Theory. Retrieved from, http://en.wikipedia.org/wiki/Job_Characteristic_Theory#Core_job_characteristics

And according to Davis (2012), several factors were associated to feeling undervalued at work, such as minimum participation in decision-making, discontented with under growth and progression and minimum flexible work arrangements. Similar to autonomy, the significance of a task can ignite a sense of meaningfulness of work that leads to effective performance (Perry, Mesch and Paarlberg, 2006). Hence, every aspects of the

job characteristic plays a vital in some way and therefore often linked and synchronized to job design strategy such as job rotation, job enlargement, job enrichment and self-directed work teams (job enrichment at the group level) which in fact, is one of the major determinants of job satisfaction. At nutshell, employees who feel appreciated at work are more likely to demonstrate better mental and physical health; and display proactive role in engagement that leads to overall satisfaction compared to that who are undervalued, who's in search for new opportunity elsewhere (American Psychological Association Survey, 2012).

2.5.2.2 Supervision

Effective supervision is another contributing factor that is assumed to have an impact on job satisfaction and often linked to the management of relationship between an employee and their line managers who's seen as a role model (leaders) in leading others by example. The aspects of supervision seem to be more relevant in the current setting as the new workforce demands clear communication of expectations, providing accurate feedback and offering of suggestion when working along with their respective superiors – which signifies a more advance and pro-active approach between both entities leading to a more professional yet warmer relationship. However, when such expectations are not met, organizations tend to fail in retaining their best intellectual capitals and such withdrawals of employees are often tied back to lack of supervision or simply not being happy with their respective superior or line managers which eventually leads to lower job satisfaction.

As stated above, the current economic platform emphasize on a closer relationship between employer and employees. The line-managers are often seen as the main channel of communication which bridges the top management objectives' with the various levels of employees in an organization. As indicated by Wheeler (2011), interactions that involve a line manager using facilitative and empowering, as opposed to directive and prescriptive techniques is also believed to help employees improve their performances against organizational goals. But in contrary, leaves an adverse impact when line manager misjudge the subordinates justifiably and impose personal liking and disliking in the rewards and punishments (Prendergast, 2002). Hence, it is important to have a fair and transparent process in place when it comes to employees' performance appraisal evaluation in an organization or it might lead to higher turnover in long run due to dissatisfaction caused by the injustice action of their respective line managers in the employee's perspective.

Apart from that, the new face of businesses is not only relying on line managers in supervising their respective employees on their daily routines but also to act as an intervention mechanism or change agent which is seen as a growing trend towards building organizational capability and leadership development programs. This is because leadership development has seen a shift in approach from traditional-corporate based training to experiential, action learning models that are process rather than content orientated, supporting continual learning and organizational Adaptation which is often executed through line managers in the form of coaching - commonly described as a form of organizationally-related development that may include professional and personal skills, defined within a formal coaching agreement between a senior, professional

manager and a coach who uses techniques to facilitate self-directed learning for professional growth and the enhancement of organizational performance.

The bottom-line is line-manager plays a significant role in re-shaping the perceptions of employees of an organization. In short, they represent a major change in the development of people. They remain as the focal point of contact and key players in the planning and effective execution of any strategic goals in an organization. This is because most business goals needs to be cascaded (in terms of communication and implementation) to the various level of employees and it is essential for these target groups (middle management) to understand and fulfil the current expectations or demands of the existing workforce in the organization. Hence, when a common understanding is attained between employees and leaders on this ground, employees will be more satisfied with their jobs.

2.6 Previous studies regarding the relationship between job satisfaction and intention to leave

Hellman (1997) indicated that replacement costs and disruption of work has always been an endless concern for many years among many organizations when employee decides or intend to leave. Hence many researchers sought to explain the contributing factors that predicts turnover among employees in the effort to promote clarity. In respect to that, several studies primarily conducted in United States identified intent to leave as the best predictor of actual turnover (Kraut, 1975; Mobley, Horner and Hollingsworth, 1978; Price and Mueller, 1981; Steel and Ovalle, 1984) which in fact leads to the

identification of several precursor or antecedents of intent to leave such as global job satisfaction, facets of job satisfaction or total facet job satisfaction (Hom, Katerberg and Hulin, 1979; Kraut, 1975; Lachman and Aranya, 1986; Marsh and Mannari, 1977; Martin, 1979; Martin and Hunt, 1980; Mobley, Hand, Baker and Meglino, 1979; Price and Mueller, 1981; Shore and Martin, 1989; Wright, 1982), group cohesiveness, job autonomy and personal factors (Marsh & Mannari, 1977), supervisor-related issues (Hom, et.al, 1979), organizational commitment (Blau and Boal, 1989; Lachman and Aranya, 1986), job involvement (Blau and Boal, 1989), workload (Jolma, 1990), burnout (Lachman and Diamant, 1987) and life status factors – age and tenure in the organization (Martin, 1979; “Mobley, et.al.,1978; Price and Mueller, 1981).

As job satisfaction were believe to be a crucial precursor, several studies examining job satisfaction as an antecedent of turnover intentions (Price and Mueller, 1981; Shore and Martin, 1989) was conducted especially in the context of United States and Canada. As indicated by Lambert, Hogan and Barton (2001), scholars speculated that comprehensive measures of job satisfaction can be used to predict employee turnover, which in fact associates high job satisfaction with low employee turnover. In addition, Schwepker (2001) stated that there was a significant positive relationship reported in dozens of studies exploring job satisfaction and employee turnover which in fact, moderated by *intentions* – the immediate precursor for actual leaving among employees. In short, accommodating the very fact that job satisfaction is the most often cited precursors of intent to leave (Witt and Hellman, 1991) and that they are inversely related (Medina, 2012).

Although, job satisfaction was found to be a consistent predictor of turnover intentions but the strength between these two variables tend to vary accordingly for each setting. As indicated by Sachau (2007), aspects of job satisfaction consist of intrinsic and extrinsic. Intrinsic aspects when focused often ties back to high level of job satisfaction but on the contrary, extrinsic aspects a powerful sources of job dissatisfaction does not produce constant improvements in job satisfaction even if it's paid attention (Hann, Reeves and Sibbald, 2010). In short, both factors can motivate employees but they work for different reasons (Salanova and Kirmanen, 2010). Intrinsic aspects are expected to cause longer-term job satisfaction and in contrary extrinsic aspects cause only short-term satisfaction which in turn influences their intent to leave the organization as the final outcome. At nutshell, the intensity of job satisfaction is affected by a wide range of intrinsic and extrinsic variables that will not warranty uniformly high level of job satisfaction across all employees as what seems important to one employee might not be the same to others' hence creating variances in behavioural responses in terms of intent to leave.

Nevertheless, although the relationship between job satisfaction and turnover is suggested to be a stable negative relationship (with job satisfaction amounting to small percentage of the total variance in a turnover model - less than 15%) by past research (Blau and Boal, 1989) but it does suggest that job satisfaction must be combined with other measures to effectively predict and understand turnover (Mobley, 1982). Therefore, the hypotheses for this study are constructed as follows:

H1 : Job satisfaction has a significant relationship with employees' intention to leave

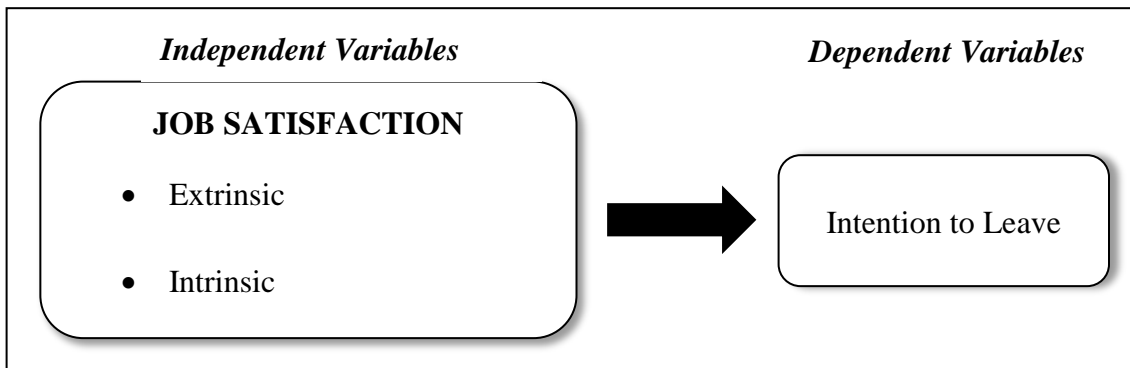
H1a : Extrinsic JS has a significant relationship with employees' intention to leave

H1b : Intrinsic JS has a significant relationship with employees' intention to leave

2.7 Research Framework

Figure 2.3 depicts the overall framework model of the intrinsic and extrinsic influences on job satisfaction and its consequences on intent to leave as the final outcome. In addition to the various intrinsic and extrinsic factors that are examined, this model will also examine if these intrinsic and extrinsic aspects of job satisfaction are directly correlated with intent to leave.

Figure 2.3
Research Framework



2.8 Conclusion

The second chapter of the study is basically divided into seven main parts. The initial stage of the chapter provides a brief introduction on the significances of having a job and how it tend to impact or act an apparatus in balancing the other aspects of life. As tremendous amount of time is spent on a job by employees, it is often linked to the fulfilment of personal needs that caters in the best interest of employee hence establishing a strong connection with job satisfaction as the final outcome in deciding if they should stay or leave the organization as the end result. Apart from that, the impact job satisfaction has on employee's intent to leave have been elaborated from the organization's perspective in terms of profitability (cost), productivity and etc., which eventually leads to organization's intervention in making ways to the efficient management of people. In short, to examine these aspects of job satisfaction is in fact the *de-facto* element that causes intention to leave among employees.

As stated above, since we are exploring the various aspects of job satisfaction and its impact on intent to leave thus the second part of the chapter will emphasize on defining turnover and turnover intention or commonly known as intention to leave. Moving forward, initiating a rough idea on the main substances of turnover intention by referring to the previous studies made by researchers in this relevant area of study. In this setting, it was concluded that job satisfaction can influence a variety of significant attitudes and behaviours that links to employee's intention to leave or stay with the respective organization.

The third part of the chapter was focused on the definition of job satisfaction and its first theory which was developed by Abraham Maslow (1950). This theory posits that individuals are stuck in their existing need level until it is satisfied prior to moving to the next level. Maslow also concluded that every individual has unlimited, insatiable and endless needs which is accompanied by limited resources to satisfy them. In other words, these resources should be distributed and managed well to avoid any conflict of interest among employees that might lead to higher turnover intention. Hence, it is crucial to identify the common aspects of job satisfaction that would represent the overall satisfaction of employees. With that, the next part of the chapter will discuss about the two dimension of job satisfaction - intrinsic and extrinsic elements.

The fourth part of the chapter was centered to the intrinsic and extrinsic aspects of job satisfaction. It was clearly defined that factors that lead to job satisfaction when present are not the same factors that lead to dissatisfaction when absent. In other words, intrinsic aspects (motivators) lead to long-term job satisfaction and in contrary, extrinsic aspects (hygiene factors) lead to short-term job satisfaction, which is also often associated with dissatisfaction when not present. At nutshell, both hygiene factors and motivators are important but in different ways.

The following fifth part of the chapter emphasized on the previous studies related to the relationship between job satisfaction and intent to leave. It was indicated that intention to leave was the best predictor of actual turnover and therefore made ways for many researchers in identifying several precursor of intent to leave which eventually leads to the most common one - facets of job satisfaction. It was speculated that high job

satisfaction is associated with low employee turnover thus accepting that job satisfaction is inversely related to employee's turnover. However, although job satisfaction was found to be a consistent predictor of turnover intentions but the strength between these two variables tend to vary accordingly for each setting. In short, the intensity of job satisfaction was affected by a wide range of intrinsic and extrinsic variables that will not warranty uniformly high level of job satisfaction across all employees as what seems important to one employee might not be the same to others' hence creating variances in behavioural responses in terms of intent to leave.

The last part of the chapter prior to conclusion was reflected on the research framework. It basically depicts the overall framework model of the intrinsic and extrinsic influences on job satisfaction and its consequences on intent to leave as the final outcome. In other words, the study will be examining the various aspects of intrinsic and extrinsic aspects of job satisfaction and its direct correlation with turnover intention among employees.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The main objective of this study is to investigate the relationship of job satisfaction on employee intention to quit for employees in MHE-Demag. This chapter presents the research design and framework, questionnaire design, sample identification and data analysis.

3.2 Research design

According to Sekaran (2003), a research design is referred as a master plan that emphasize on specific methods and procedures especially in the context of collection and information analysis. The ultimate objective of this design is to gather appropriate information that solves the research problem.

A research design can also be referred as the *construction* of an enquiry which in fact relates to a logical matter rather than a logistical one. Its primary function is to minimize the chance of drawing incorrect causal inferences in the context of data and to ensure questions and theories are answered and tested with the utmost certainty.

(<http://www.nyu.edu/classes/bkg/methods/005847ch1.pdf>).

3.2.1 Type of research

This study is a correlational study because it will examine the relationship between job satisfaction and the intention to quit. Job satisfaction includes intrinsic and extrinsic elements “as the independent variables, while the intention to quit is used as the dependent variable.

3.2.2 Data collection method

Only one method was used to collect data for this study. Questionnaires were distributed to get respondents’ perceptions on understudied variables. Thus, questionnaires were distributed to collect primary data.

Questionnaires have been distributed to all employees under direct hire category which comprises permanent employee at the Service Department in MHE-Demag with the assistance from the Human Resource & Administration Department. The respondents were asked on their perception on job satisfaction and their perception on intention to quit.

3.3 Population and Sample

3.3.1 Population

Population can be referred to the *total* and specific target group of individuals who have certain characteristics that plays a significant role in a particular research (http://www.sagepub.com/upm-data/41398_40.PDF). With that, the population of this study involves all level of employees which are clustered under the direct hire employees of MHE-Demag - permanent employees in Service department. The total number of population for this study is 137. Based on Morgan and Krejcie (1970), total sample will be 103.

At MHE-Demag, the Service department consists of four (4) main levels. The first level would be the Operative level which comprises of three (3) categories that includes Service Technicians, Service Leader and Service Supervisors. The second level would be the Executive and Senior Executive which comprises corporate staff from Sales, Engineering, Service, Customer Care and as well as Administration. Meanwhile the third level would be the Managerial level from the position of Parts Manager, Service Manager, Refurbishment Manager and Manager-Business Administration which comprises staff from all departments mentioned above. And as for the fourth level, the General Manager is the highest rank in the Senior Management level in the Service Department.

3.3.2 Samples

A sample is also a subset of the targeted population. Samples are rather important because it is merely impossible to study all the individuals of a population from both strategic and resource perspective when it comes to a research project. Apart from that, it is also costly and consumes a lot of time. Hence, a selected few participants which makes up the required sample are often picked to representative of the population. Although there are many types of sampling technique, such as stratified sample, a convenience sample, and a random sample (http://www.sagepub.com/upm-data/41398_40.PDF); this study will employ disproportionate stratified sampling method.

In disproportionate stratified sampling, the sizes of different groups often vary hence unable to represent the percentage of the any particular group within the larger targeted population. So, to ensure the accuracy in the study, sample points are used to each stratum and assigned correctly. This type of method provides the advantage of studying the responses of small subgroups, providing greater accuracy than other sampling methods when the subgroups are extremely small or the study is more relevant to one subgroup than another (<http://www.stratifiedsampling.net/Disproportionate-Stratified-Sampling.html>).

The researcher divided all employees into three (3) groups which are Managerial, Executive and Senior Executive; and Operative levels. The calculation of sample is shown in table below:

Proportionate formula:

$$1. \quad \frac{\text{Total of employees of the strata}}{\text{Total of Population}} \times 100 = x\%$$

$$2. \quad x\% \times \text{Total of sample} = \text{Total sample for the strata}$$

Table 3.1
Disproportionate stratified simple random sampling

Group	Number of Employees	Proportionate (%)	Total number of Respondents
Managerial	4	4/137 = 3%	3% X 103 = 3
Executive and Senior Executives	51	51/137 = 37%	37% X 103 = 38
Operative	82	82/137 = 60%	60% X 103 = 62
Total	137	100	103

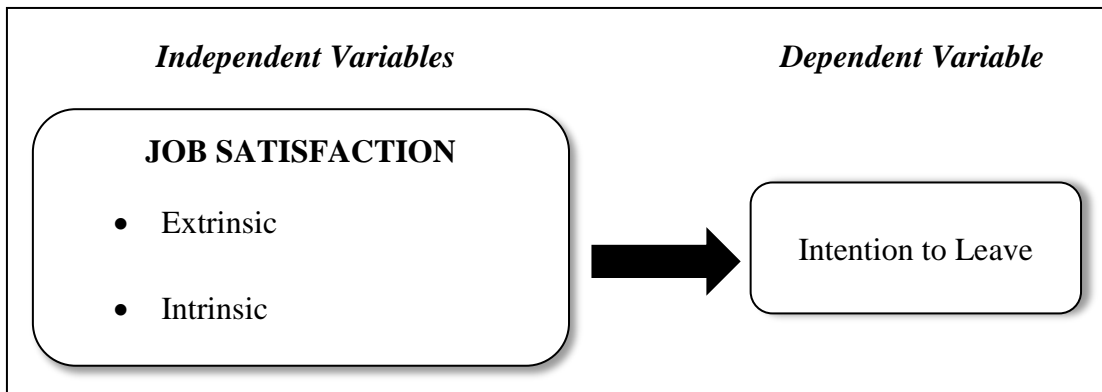
Source: Human Resource report as at 31st October 2013

3.3.3 Unit of Analysis

This study comprises all level of employees from the Services department of MHE-Demag.

3.4 Research framework

Figure 3.1
Research Framework



From Figure 3.1, Job Satisfaction which represented by two dimensions namely intrinsic and extrinsic is employed as independent variable while, the dependent variable of this study is intention to quit.

3.5 Design of questionnaire

The English version questionnaires were distributed to the respondents because all level of employees at MHE-Demag are more comfortable answering questions in English Language. The questionnaire has three (3) sections as below:

Section A - **Demographic Profile- Questions** consisting gender, age, position and length of service.

Section B - **Job Satisfaction**. To measure the perception of respondents regarding job satisfaction that covers intrinsic and extrinsic aspects. The questionnaire for this section was extracted from, Minnesota Satisfaction Questionnaire - Short Form. (1977). Vocational Psychology Research, University of Minnesota.

Section C - **Intention to Quit**. The last section consists of questions to measure the intention to quit of the respondents. The questionnaire for this section was as cited in Shader, Broome, Broome, West & Nash, 2001.

The five-point Likert scale is used to measure the level of agreement as shown in Table 3.2 except for section A. The scale for section B and C are in the form of ordinal and as for the demography (Section A), the data is nominal. In order to answer the questionnaire, respondents have to select their choice of answer based on the five-point scale according to their opinion on each question.

Table 3.2
Measurement the level of agreement

Five-Point Scale	Choices Score
Strongly disagree	1
Disagree	2
Neither Agree nor Disagree	3
Agree	4
Strongly Agree	5

3.6 Research Instrument

Research Instruments are also referred as measurement tools (e.g. questionnaires or scales) which cater the purpose of obtaining data on a specific research subjects that are of interest to researchers (http://support.epnet.com/knowledge_base/detail.php?id=3099). In addition, it was also indicated that there are many research instruments from which to choose hence no single instrument is superior to any other (Wilkinson and Birmingham, 2003). At nutshell, the ultimate objective of the tools (often conducted in survey format) is to obtain information which can be analysed into extracting patterns and making comparison as an

end result (Bell, 1999). All respondents were asked the same questions in, as far as possible, the same circumstances. This study will be focusing on the job satisfaction in relations to intention to quit.

3.7 Data collection procedure

The questionnaire is used as the main tool to collect data from the respondents. The advantages of using questionnaires are this tool is relatively low in cost while reaching a larger number of people and the disclosure of respondent's name as indicated in (<https://www.kirklees.gov.uk/community/yoursay/Questionnaires.pdf>) will lead to more openness and truthful responses. As for this research, the questionnaires were distributed to the target respondents at the Service department in the Company and collected through the assistance of staff from Human Resource and Administration Department. A total of 103 sets of questionnaire were distributed by six (6) phases started on 7th April 2014 until 14th April 2014. A total of 84% sets of questionnaires were successfully collected.

3.8 Data Analysis

The data collected is analysed by using the Statistical Package for Social Science Program (SPSS) version 18 which has developed from a programming language into a more complex and powerful application using both graphical and syntactical interface in managing, analyzing and presenting data (http://www.aucegypt.edu/IT/UACT/training/Documents/SPSS_Handout.pdf). The data analyses include pilot test, data screening, factor analysis and correlation analysis.

3.9 Pilot study

Pilot study is often performed in small-scale versions to pre-test of a particular research instrument in the preparation for the main study. The pilot study pre-warns the possible issues related to the proposed instruments that may impact the research (Teijlingen and Hundley, 2004). In short, it investigates the feasibility of the study by focusing on the reliability and acceptability of the measuring tools, often relating to the understanding of all respondents on the projected items in the instrument (Crawford, 1997). In overall, identifying and resolving the potential problems before commencing the actual study by improving the methods or instruments where applicable and this procedure undertaken before the data collection.

With that, the findings of the pilot study helps researcher to remove all possible questions that are considered to be vague or unclear to the participants hence ensuring complete understanding of all respondents with the new improvised version (Crawford, 1997). In pilot test, two (2) tests were performed, (i) reliability test and (ii) validity test which is a must to reduce measurement error (Radhakrishna, 2007).

3.9.1 Reliability test

In order to reflect the internal consistency of the questionnaire, Cronbach's Alpha or called as Alpha Coefficient is often used to test the reliability of the questionnaire. The closer the reliability coefficient to 1.00, the better it is. On a common ground, the acceptable alpha coefficient should be more than 0.7 where else the value of Cronbach Alpha of 0.6 is poor but it is still acceptable according to Sekaran (2003).

3.9.2 Validity test

Validity test is to identify whether the variables studied in this research are valid and measurable. In validity tests, the researcher performed face validity and construct validity. Face validity, the questionnaire was referred to the expert in human resource practices in order to confirm the items asked were measuring understudied variables. In construct validity, the researcher will rely on the results from factor analysis. This is because construct validity is performed to identify the exact discriminant factors as well as the convergence items. The eigenvalue is used to indicate discriminant factors while rotated component matrix is used to identify convergent items.

3.10 Data Screening

Normality test and Linearity test are performed in data screening process.

3.10.1 Linearity Test

Linearity test is use to test the relationship between independents and dependents variables. Scatter Plot will be used to ensure that the relationship between dependant and independents variables is linear or otherwise.

3.10.2 Normality Test

Normality test is used to determine whether a data set is well-modelled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed. Skewness and Kurtosis test will be used by the researcher to check the normality. If the data are normally distributed than the data points will be close to the diagonal line. As suggested by Hair et. al. (1998), this study will use ± 1.96 as the value of Skewness and Kurtosis.

3.10.3 Homogeneity

Homogeneity test is executed to identify whether all the data are homogenous or not. To test the homogeneity, M-box plot will be performed.

3.11 Factor Analysis

According to Sekaran (2003), the purpose of performing factor analysis is to scale-down the information containing in a large number of variables into a smaller number or variables. In addition, factor analysis remains a popular method in determining construct validity. With that, this study will execute factor analysis to determine the job satisfaction variables.

And before the factor analysis is executed, prerequisite tests must be performed in order to permit the factor analysis process. These tests include Kaiser-Meyer-Oikin (KMO), Bartlett, Anti-image correlation and Measure of Sampling Adequacy (MSA) tests.

3.11.1 Prerequisite for factor analysis

3.11.1.1 KMO, Bartlett, Anti Image Correlation and MSA tests

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed (<http://evolumentia.com/cgi-bin/wiki.cgi?StatisticalMethods,template.html>). The Bartlett “test is a chi-square statistic with $(k-1)$ degrees of freedom, where k is the number of categories in the independent variables. The Bartlett test is dependent on meeting the assumption of normality (Garson, 2012). Where else, the Anti Image Correlation contains the negatives of the partial correlation coefficients and the anti-image covariance matrix contains the negatives of the partial co-variances. Most of the off-diagonal elements should be small

in a good factor model (<http://www.uic.edu/classes/epsy/epsy546/Lecture%204%20---%20notes%20on%20PRINCIPAL%20COMPONENTS%20ANALYSIS%20AND%20FACTOR%20ANALYSIS1.pdf>). The anti-image correlation is further divided into (i) MSA (Measure of Sampling Adequacy) test and (ii) Partial Correlations.

The MSA for a variable X_i is the ratio of the sum of the squared simple r 's between X_i and each other X to (that same sum plus the sum of the squared partial r 's between X_i and each other X). Recall that squared r 's can be thought of as variances.

$$MSA = \frac{\sum r_{ij}^2}{\sum r_{ij}^2 + \sum pr_{ij}^2}$$

Small values of MSA indicate that the correlations between X_i and the other variables are unique, that is, not related to the remaining variables outside each simple correlation. Kaiser has described MSAs above .9 as marvellous, above .8 as meritorious, above .7 as middling, above .6 as mediocre, above .5 as miserable, and below .5 as unacceptable (Wuensch, 2012).

Where else the partial correlation matrix with a practical and statistical significance for factor analysis must be above 0.70 (Backhaus, Erichson, Plinke and Weiber, 2006). The anti-image correlation matrix, the negative value of the partial correlation can also be applied to detect variable data structures. High partial or anti-image correlations are indicative of variables not suited for factor analysis (Hair, 2006).

Apart from that, researchers often refer to eigenvalues and cumulative eigenvalues to identify the total of factors. Hence, the factors that involved in this study must have eigenvalues more or equal one (1) and cumulative eigenvalues must be more or equal to 60%.

This study will use 0.63 as the factor loading value to indicate items that converge in a particular factor where else items that scores above or equal to 0.63 will be converge in the same factor and lastly, no single item can be measured any understudied factor (Meyers, Gamst and Guarino, 2006).

3.12 Correlation analysis

Correlation analysis is often performed to examine the relationship between independent and dependent variables understudied. Pearson correlation coefficient is used to show the degree of linear relationship between independent and dependents variables. The symbol of a correlation coefficient is r , and its range is from -1.00 to +1.00. A correlation coefficient explains two (2) vital things about the relationship between these variables – 1) the direction of the relationship and 2) its magnitude. And according to Muchinsky (1993), the closer the measure is to 1.00, the more likely the relationship is statistically significant. To add on, Meyer et al (2006) explains the interpretation of the strength of correlation as indicated below:

Table 3.3
Interpretation of strength of correlation coefficient

Value of Coefficient	Relation between Variables
0.5	Large
0.3	Moderate
0.1	Small

3.13 Conclusion

In summary, this chapter has well-described the various stages of development of the research model for this study. The research methodology and the research design have been further explained based on the research framework and research objectives. In short, different statistical tests such as data screening, factor analysis and correlations analysis will be used to examine the relationship between the Independent and” Dependant variable in depth.

CHAPTER 4

DATA ANALYSIS AND RESULT

4.1 Introduction

This chapter analyses the data findings of the study. As indicated in the previous chapter, all data were analysed using the statistical package for the social sciences (SPSS) version 18.0 for window. As for analyzing the respondents' demographic characteristics such as gender, age, position, division and length of service, frequency and percentage were utilised.

Where else, statistical method of Pearson correlation was used to determine the existence of any relationships between the independent variables and dependent variable because the sample size used in this study is more than 20.

4.2 Respondents profile

This study employed 87 respondents from various categories of employees in MHE Demag. These collected questionnaires are collected from 103 distributed questionnaires. Hence, the returned rate was 84 percent as shown in Table 4.1.

Table 4.1
Total of collected questionnaires

Total Population	137
Total questionnaires distributed	103
Total questionnaire collected	87
Percentage (%)	84

Table 4.2 below shows the respondents' profile:

Table 4.2
Respondents' profile

		Frequency	Percentage
Gender	Male	72.0	82.8
	Female	15.0	17.2
Age	Below 25	16.0	18.4
	26 - 35	32.0	36.8
	36 - 45	24.0	27.6
	Above 45	15.0	17.2
Position	Operative	38.0	43.7
	Executive	36.0	41.4
	Senior Executive	9.0	10.3
	Manager and Above	4.0	4.6

Table 4.2 (Continued)

Year of Service	Less than 1 year	8.0	9.2
	1 to 3 years	26.0	29.9
	3 to 6 years	27.0	31.0
	Above 6 years	26.0	29.9
	Total	87.0	100.0

Table 4.2 shows the demographic profile of the respondents. From the table, majority respondents are male which is 82.8% while female is 17.2%. For the age, below 25 years old is 18.4%, 36.8% between 26-35 years, 27.6% between 36-45 years and 17.2% are more than 45 years old. For the position demography, there are 4.6% managerial level, senior executive 10.3%, executive 41.4% and operative 43.7%. For the length of service of the respondents, 9.2% respondents have been working less than 1 year, 29.9% have been working between 1 to 3 years, 31% have been working from 3 to 6 years and 29.9% have been working with more than 6 years.

4.3 Pilot Study

As indicated in chapter 3, pilot study is often performed to examine the reliability of the measurement tool used in the study. The researcher has performed the pilot study upon 30 samples consists of MHE De-mag employees. The value of Cronbach Alpha of 0.7 and above is considered as reliable and on the contrary, if the Cronbach alpha 0.6, it is considered poor but it is still acceptable according to Sekaran (2003).

Table 4.3 below are the Cronbach Alpha values for job satisfaction and intention to quit understudied:

Table 4.3
Reliability test

Variables/ Dimension	No	Items	α value
Job Satisfaction	1	Being able to keep busy all the time	0.875
	2	The chance to work alone on the job	
	3	The chance to do different things from time to time	
	4	The chance to be "somebody" in the community	
	5	The way my boss handles his/her workers	
	6	The competence of my supervisor in making decisions	
	7	Being able to do things that don't go against my conscience	
	8	The way my job provides for steady employment	
	9	The chance to do things for other people	
	10	The chance to tell people what to do	
	11	The chance to do something that makes use of my abilities	
	12	The way company policies are put into practice	
	13	My pay and the amount of work I do	
	14	The chances for advancement on this job	
	15	The freedom to use my own judgment	
	16	The chance to try my own methods of doing the job	
	17	The working conditions	
	18	The way my co-workers get along with each other	
	19	The praise I get for doing a good job	
	20	The feeling of accomplishment I get from the job	

Table 4.3 (Continued)

Intention to Quit	1	I plan to stay in my position awhile	0.717
	2	I am quite sure I will leave my position in the foreseeable future	
	3	I know whether or not I will be leaving this organization within a short period	
	4	Deciding to stay or leave my position is not a critical issue for me at this point in time	
	5	If I got another job offer tomorrow, I would give it serious consideration	
	6	I have no intentions of leaving my position	
	7	I've been in my position about as long as I want to	
	8	I am certain I will be staying here awhile	
	9	I don't have any specific idea how much longer I will stay	
	10	I plan to hang on to this job awhile	
	11	There are big doubts in my mind as to whether or not I will really stay in the organization	
	12	I plan to leave this position shortly	

In reliability test, the values of job satisfaction and intention to quit were 0.875 and 0.717 respectively. Thus, all variables were considered reliable to be executed for further analysis.

4.4 Data Screening

Data screening is performed to ensure the gathered data are linear, normal and free from outliers. To test the linearity, the researcher has performed scatter plot. In addition, normality was tested by measuring the values of Skewness and Kurtosis; and to test the outliers, as this study involves only one independent variable and one dependent variable, the box plot has been examined.

4.4.1 Linearity Test

Table 4.4 in Appendix B are the scatter plot graphs showing the linearity pattern between dimensions. From the diagram, it shows that all scatter plots graphs are linear.

4.4.2 Normality Test

To test the normality, Skewness and Kurtosis values are referred. The Table 4.5 in Appendix B is for Skewness and Kurtosis. The table shows that the Skewness and Kurtosis values for job satisfaction and intention to quit are between ± 1.96 . Hence, the data were normal.

4.4.3 Univariate Outliers

The box plot test was performed to indicate the univariate outliers. From Table 4.6 in Appendix B only one respondent was discarded which is respondent 37.

4.5 Factor Analysis

Factor analysis is an activity to determine the discriminant factors and the convergent of items clustered in particular dimensions (factors). Before executing factor analysis, prerequisite tests must be performed in order to permit the factor analysis process. These test including Kaiser-Meyer-Oikin (KMO), Bartlett, Anti-image correlation and Measure of Sampling Adequacy (MSA) tests.

4.5.1 Prerequisite for factor analysis

4.5.1.1 KMO, Bartlett, Anti image correlation and MSA tests

Kaiser-Meyer-Olkin (KMO) and Bartlett's Test: The next item from the output is the Kaiser-Meyer-Olkin (KMO) and Bartlett's test. The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed (<http://evolumentia.com/cgi-bin/wiki.cgi?StatisticalMethods,template.html>).

Table 4.7 in Appendix B show the KMO values and Bartlett Test for job satisfaction and intention to quit.

a) Job Satisfaction

Based on the above statement regarding the value for KMO, the KMO value for job satisfaction is acceptable for factor analysis. In addition, the Bartlett test has shown significant. Hence, factor analysis is permitted to be performed.

From the Table 4.8 of anti-image correlation in Appendix B, it is found that all items for job satisfaction dimension are not exceeding 0.7. For MSA values for job satisfaction dimension, all items are well above 0.5 except item number 7. This item maybe not represented the said dimension.

Factor analysis was performed once again without item number 7 to obtain the KMO value for job satisfaction as shown in Table 4.9 in Appendix B. The anti-image correlation for this factor analysis can be seen in Table 4.10 in Appendix B.

From the Table 4.10 of anti-image correlation in Appendix B, it is found that all items for job satisfaction dimension are not exceeding 0.7. For MSA values for job satisfaction dimension, all items are well above 0.5 except item number 6. This item maybe not represented the said dimension.

Factor analysis was performed once again without item number 6 to obtain the KMO value for job satisfaction and the results for KMO as shown in Table 4.11 in Appendix B. The anti-image correlation for this factor analysis can be seen in the Table 4.12 in Appendix B.

Based on the above statement regarding the value for KMO, the KMO value for Job Satisfaction is acceptable for factor analysis. In addition, the Bartlett test has shown significant. Hence, factor analysis is permitted to be performed.

From the table of anti image correlation, it is found that all items for job satisfaction dimension are not exceeding 0.7. For MSA values for job satisfaction dimension, all items are well above 0.5.

b) Intention to Quit

Based on the Table 4.13 in Appendix B regarding the value for KMO, the KMO value for intention to quit is acceptable for factor analysis. In addition, the Bartlett test has shown significant. Hence, factor analysis is permitted to be performed.

From the Table 4.14 in Appendix B of anti-image correlation, it is found that all items for intention to quit dimension are not exceeding 0.7. For MSA values for job satisfaction dimension, all items are well above 0.5 except item number 3 and 5. This item maybe not represented the said dimension.

Factor analysis was performed once again without item number 3 and then followed by excluding item number 5 to obtain the KMO value for intention to quit and the results for KMO as shown in Table 4.15 and Table 4.16 in Appendix B. The anti-image correlation for this factor analysis(s) can be seen in the Table 4.17 and 4.18 in Appendix B.

Based on the above statement regarding the value for KMO, the KMO value for intention to quit is acceptable for factor analysis. In addition, the Bartlett test has shown significant. Hence, factor analysis is permitted to be performed.

From the Table 4.18 of anti image correlation in Appendix B, it is found that all items for intention to quit dimension are not exceeding 0.7. For MSA values for intention to quit dimension, all items are well above 0.5.

4.5.2 Factor Loading

Factor analysis is performed to identify factors involve in this present study. To identify total of factors, the researcher refers to eigenvalues and cumulative eigenvalues. As mentioned in chapter 3, factors that involved in this study must have eigenvalues more or equal one (1) and cumulative eigenvalues must be more or equal to 60 %.

To indicate items that converge in a particular factor, this study will use 0.63 as the factor loading value (Meyers et al., 2006). Items score above or equal to 0.63 will be converge in the same factor. No single item can be measured any understudied factor.

The Eigenvalues to prosecute factor analysis is 1. From the Table 4.19 in Appendix B, there are five (5) factors that have eigenvalues more than 1 with the cumulative eigenvalues percentage above 60%. Hence, this study will include five factors for convergent test.

The rotated component matrix Table 4.20 in Appendix B has shown five discriminant factors. Based on loading factor 0.63, Factor 1 consist items including; my pay and the amount of work I do (question 13), the chances for advancement on this job (question 14) and the freedom to use my own judgment (question 15). This factor will be classified as Career Development. After testing reliability test, the Cronbach alpha value was 0.867. Hence, this factor is reliable for further analysis.

The second factor consists of items - being able to keep busy all the time (question 1), the chance to work alone on the job (question 2), the chance to do different things from time to time (question 3) and the chance to be "somebody" in the community (question 4). This factor will be classified as Decision Making. After testing reliability test, the Cronbach alpha value was 0.705. Hence, this factor is reliable for further analysis.

The third factor consists of items - the working conditions (question 17), the way my co-workers get along with each other (question 18), the praise I get for doing a good job (question 19) and the feeling of accomplishment I get from the job (question 20). This factor will be classified as Interpersonal Relationship. After testing reliability test, the Cronbach alpha value was 0.761. Hence, this factor is reliable for further analysis.

The fourth factor consists of items - the way my job provides for steady employment (question 8), the chance to do things for other people (question 9), the chance to do something that makes use of my abilities (question 11) and the way company policies are put into practice (question 12). After testing reliability test, the Cronbach alpha value was 0.633. Hence, this factor is not reliable for further analysis and not being renamed.

The fifth factor consists only 1 item. Therefore it is not relevant for further analysis because 1 item cannot represent 1 factor.

The Eigenvalues to prosecute factor analysis is 1. From the Table 4.21 in Appendix B, there are three (3) factors that have eigenvalues more than 1 with the cumulative eigenvalues percentage above 60%. Hence, this study will include three factors for convergent test.

Based on Table 4.22 in Appendix B, ITQ dimension only have three (3) factors. Based on loading factor 0.63, Factor 1 consist items including; I have no intentions of leaving my position (question 6), I've been in my position about as long as I want to (question 7) and I plan to hang on to this job awhile (question 10). After testing reliability test, the Cronbach alpha value was 0.623. Hence, this factor is not reliable for further analysis.

The second factor consists of items - I plan to stay in my position a while (question 1), I am quite sure I will leave my position in the foreseeable future (question 2), I am certain I will be staying here awhile (question 8) and I don't have any specific idea how much longer I will stay (question 9). After testing reliability test, the Cronbach alpha value was 0.697. If the value is rounded into 1 decimal place, it becomes 0.7. Hence, this factor is reliable for further analysis. This factor is named as Intention to Leave.

The third factor consists of items - There are big doubts in my mind as to whether or not I will really stay in the organization (question 11) and I plan to leave this position shortly (question 12). After testing reliability test, the Cronbach alpha value was 0.685. If the value is rounded into 1 decimal place, it becomes 0.7. Hence, this factor is reliable for further analysis. This factor is named as Intention to Quit.

The different between intention to leave and intention to quit in this study is, employees who have intention to quit will resign in a short period while in intention to leave, employees may take some times in thinking to resign from their position.

4.6 Correlations

Correlation analysis is performed to examine the relationship between independent and dependent variables understudied.

4.6.1 Relationship between Career Development and Intention to Quit

Table 4.23
Correlation coefficient Job Satisfaction and ITQ

		Correlations				
		Career_ Dev	Decision_ Making	Interpersonal_ Relationship	Intention_to leave	Intention_to_quit afterFA
Career_Dev	Pearson	1	.375**	.388**	.107	.216*
	Correlation					
	Sig. (2-tailed)		.000	.000	.324	.044
	N	87	84	87	87	87
Decision_Making	Pearson	.375**	1	.223*	.143	.006
	Correlation					
	Sig. (2-tailed)	.000		.042	.195	.955
	N	84	84	84	84	84
Interpersonal_Relation ship	Pearson	.388**	.223*	1	.398**	.018
	Correlation					
	Sig. (2-tailed)	.000	.042		.000	.869
	N	87	84	87	87	87
Intention_to_leave	Pearson	.107	.143	.398**	1	.220*
	Correlation					
	Sig. (2-tailed)	.324	.195	.000		.040
	N	87	84	87	87	87
Intention_to_quit_after FA	Pearson	.216*	.006	.018	.220*	1
	Correlation					
	Sig. (2-tailed)	.044	.955	.869	.040	
	N	87	84	87	87	87

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table above indicated that Career Development has a positive relationship with Intention to Quit. The correlation coefficient was 0.216. In other words, MHE Demag has career development in place but the employees still have intention to quit. In

short, career development not completely manifested or properly implemented by the organization.

4.6.2 Relationship between Interpersonal Relationship and Intention to Leave

Table also indicated that Interpersonal Relationship plays a significant positive relationship with Intention to Leave. The correlation coefficient was 0.398. There is high possibility that peer conflict could be a contributing factor. Among others, tasks not being delegated or managed properly among the co-worker could be a possible cause that leads conflicts among them.

4.7 Conclusions

This chapter highlighted the result from data analysis process. In the first process the researcher implemented data screening that employed linearity and normality. This process is followed by reliability test where the researcher examines the value of Cronbach Alpha. Before executing correlation analysis the researcher has performed factor analysis.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter will discuss research the findings based on the analysis results. The results of correlation analysis, relating to each of the hypotheses are examined to provide detailed explanation based on the analysis of the research data. Finally recommendation to management and HR practitioner as well as directions for further future research are presented.

5.2 Job Satisfaction and Intention to Leave in MHE Demag

The key objective of this study was to examine the employees' perception in MHE-Demag on the extrinsic and intrinsic job satisfaction in relation to intention to quit. From the factor analysis result of this study, there were three factors that have been reliably extracted for job satisfaction namely career development, decision making and interpersonal relations.

From the career development perspective, it was clearly indicated that although a thorough and proper tools were in place yet the various avenue towards the progression of self-development among the MHE Demag employees were often delayed due to their organization policy that strictly prohibits any movement of

department or role among employees and only allowed to do so every four (4) years – trial years. This policy was said to provide more leverage in terms of manpower or resources planning while providing a stronger platform to mould each and every individual with the right skill set during the trial years. In short, employees are well-shaped in their area of expertise but in the absences of opportunities and progression for the next 4 years. And once the cycle is completed, the desired role is often taken or offered to someone internally or externally depending on the resource availability at that point of time. Apart from that, although employees are allowed to move after 4 years, it's often a lateral movement without any upgrades in terms of monetary and non-monetary. With that, let's move on to the next few lines which discuss issues related MHE Demag decision making and interpersonal relationship.

MHE Demag is also very much distinguished from other organizations in terms of its decision making policies which is rather decentralized. It was indicated that each division by location exercises their own practices based on the common philosophy and values of the organization. Hence, processes are reproduced and employees are empowered to solve their own problems which lead to increase of work autonomy. In other words, the employees are the most intimate with the faced problems and qualify to bring a resolution. This kind of policy provides the required leverage for the top management to invest more time in strategizing policies at macro level while leaving the micro details to the lower management which eventually leads to the abandons of organization core values in long term and contributing towards individualistic aspects of growth compared to collective (organisational) aspects which has significant impact in the 'senses of belonging' towards the organization.

As for interpersonal relationship, it has always served a critical role in the development and preservation of trust and positive feelings in any organization. Undoubtedly, there are many factors that contribute towards the prosperity of an organization but interpersonal relationship still remains the most significant element of all. On the contrary, this aspect was over-looked in MHE Demag especially in the context of poor relationship between line manager and its respective sub-ordinates. It was indicated that aspect of favouritism was often seen among line managers especially in the area of task delegation, promotion and appraisal of the reporting sub-ordinates which resulted in the constraints of interpersonal relationship hence jeopardizing their respect, integrity and trust in long term. With that, let's look into the correlation analysis which was performed for this research and its outcome.

Correlation analysis was performed to examine the relationship between independent and dependent variables understudied. It was found that although many items were measured but career development and interpersonal relationship in specific showed the most significant relationship with the intention to quit and intention to leave respectively.

For career development and interpersonal relationship, the coefficient correlations stand at medium scale which is 0.216 and 0.398 respectively with intention to quit and intention to leave. As being mentioned earlier in the previous chapter, intention to quit refers to the immediate intention of employee to resign while intention to leave refer to the intention of employee to resign which takes time. Below are the clarifications for each variable to intention to leave.

From the results, career development and interpersonal relationship are the top two issues that employees do not satisfy with the current HR practices. Both variables were the highest correlation with the employee's intention to quit and intention to leave in MHE Demag with the larger scale. This means that the more employees do not satisfy with their career development, the higher the intention among employee to quit the organization. There are high possibilities that a career development tool is in place but it's not being completely manifest or optimized to its fullest capacity.

As stated above, career development tools are essential aspects that contribute to the progression or development of employees in an organization. As indicated, 'a great craft-person needs great tools to create their best works', it is therefore crucial for a great career achievers to have a good quality career tools that recognizes their skills and abilities (<http://www.careers-advice-online.com/career-development-tools.html>) which is often identified through the commonly used career development tools such as career development coaching, career development plan, career development software, career development assessments using peer and colleague reviewing and employee performance appraisals. At nutshell, these tools provide a systematic action plans and accountability to guide and achieve the employee's career objectives in long term.

But in most cases however, the career development tools are not completely manifested hence fail to dictate a promising career growth among employees which in fact reflects a similar situation in MHE Demag. Some of the common factors that contributes to the in partiality or under-utilized of these tools are – lack of commitment in line managers, difficult working relationships, lack of assertiveness,

career indecisiveness, lack of motivation/apathy, poor time management skills and etc. which scales back to interpersonal relationship between the employer and employee and the vital role played by the respective line manager or supervisor who acts as the bridge connecting both parties in realizing their objectives and betterment.

And therefore, it is anticipated that should the management of MHE Demag do not deal this matter diligently; there are high chances of losing employees in long run.

Similarly, most of the employee feels that their interpersonal relationship is less favourable or rather low hence anticipating higher intention to leave among employees if not paid the required attention by the MHE Demag management. The possible factors that may contribute to such circumstances can be closely linked to conflicts (Appelberg, 1996) related to consequence of personality traits - aggressiveness or negative affectivity (Zapf, 1999) and environment-individual-interaction perspective such as insufficient leadership which affects the individuals negatively leading to stress (Spector and Fox, 2005) that can induce psychological and subsequent behavioural changes that affect individuals' interaction with others (Gendolla, 2000).

The above results are also in line with the findings by Maxwell, James, Gary and Zaiyoung (2002) which indicated that higher the career development or incentives, the lower the intent to leave among the information system (IS) personnel in American Institute for Technology Professionals (AITP) in the United States. The result showed that career development priorities should be initiated through effective communication at the hiring stage which in fact helps to highlight the employee's potential shortcomings of possible career paths within the organization and

systematically execute assessments on employee attitudes of their career needs to govern job attitudes as a final outcome. In another analysis, results showed that there are seven (7) reasons why employees will leave an organization such as lack of recognition, low pay, unfulfilling jobs, poor management practices, untrustworthy leadership, and dysfunctional work cultures and it was manifested that limited career development is also one of the ultimate contributor (Branham, 2005) that plays a significant role in enhancing employee's motivation, commitment and satisfaction which inadvertently impact their intention to leave (Robbin and Couldter, 2002). In short, when organization understands through effective HR practices about employee's intention to stay, retaining an optimum level of resources from leaving the organization can be addressed (Johari, Tan, Adnan, Yahya and Ahmad, 2012) through proper human resources planning (Zheng and Kleiner, 2001).

Eisenberger, Huntington, Hutchinson and Sowa (1986) also highlighted the importance of interpersonal relationship in organization which found to have a significant influence on employees' turnover intentions. It was indicated that employees often feel obliged to repay the organization with extra effort and loyalty when favourable supportive treatments are received (Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades, 2001). On the contrary, it was revealed that unsupportive work environment and poor leadership quality (supervisory support) lead to poor employee-employer relationship causing employees to resign in a study of 1187 registered nurses in the west (Beatrice, 2009). This was further supported by Greenbaum (2012) who revealed in a study undertaken from Oklahoma State University that supervisor related to perceptions of leader hypocrisy then lead to employee turnover intentions. And in another related study by Chang (1999)

indicated that employees tend to be affectively committed to the organization when they perceive more supervisory support for their careers and the degree is higher for those who are committed to their careers. At nutshell, we are able to see many similarity of the correlation between career development and interpersonal relationship with the impact it has on turnover intentions by employees. Hence we need to emphasize on the importance of these satisfaction variables and that the impact on the organization due to turnover by examining in specific of the extrinsic and intrinsic aspects of job satisfaction which was the research intent. With this, we are able to provide thoughts on what management needs to know and expect and, possible avenues for future consideration to address acute issues pertaining to job satisfaction and turnover. With that, let's look into the extrinsic and intrinsic of job satisfaction as stated below:

As mentioned earlier in this chapter, from the various variables that was tested, only career development and interpersonal relationship was significantly correlated with employees' intention to quit and leave in MHE Demag. And as indicated in the previous chapter, the intrinsic aspects of job satisfaction refers to the job tasks themselves (e.g. variety, skill utilization, autonomy) where else, the extrinsic satisfaction refers to satisfaction with aspects that have little to do with the job tasks or content of the work itself, such as pay, working conditions and co-workers (Buitendach and Witte, 2005).

Hence parallel to the hypotheses of this study, it is indeed manifested that extrinsic job satisfaction (interpersonal relationship) has significant relationship with intention to leave (H1a) where else intrinsic job satisfaction (career development) has significant relationship with intention to quit (H1b) respectively. However, the

intrinsic aspects of job satisfaction such as career development has a greater impact on the employee's intention to *still* quit their jobs compared to the extrinsic aspects of satisfaction (interpersonal relationship). In other words, the interpersonal relationship factor can still be improvised in the effort to retain their employees from having any intention to leave the organization. As such, relationship with peer and supervisor and; delegations of tasks without cultivating favouritism should be looked into by the MHE De-mag management. At nutshell, job satisfaction does have a significant relationship with employee's intention to leave (H1) and all hypotheses are absolutely accepted in this study.

5.3 Limitations of Study

There were many researches have been conducted on job satisfaction in relations to intention to leave. However, from the researcher's knowledge there was none research on job satisfaction in relation to intention to quit, particularly in engineering industries.

Other than the various variables that have been discussed in this study, researcher believes that there were many other factors that may contribute to employee intention to quit or resign. Factor such as level of job stress, job motivation and the economic impact may also become the potential factors to contribute to the employee intention to quit which is not covered in this study.

Although the study focused on various levels but it was only limited to one particular department which is the Service department hence, contributing to a smaller scale of

data collection that might not be relevant to be used or applied to other departments across the organization. In short, although the other departments are supporting the organisation vision and mission achievement but they were excluded due to the lower volume of turnover which is considered to be insignificant in this study.

5.4 Recommendations

Opportunities for future study have emerged from the result of this study. The results can be used by any interested parties to improve or extend this research on job satisfaction factors in relations to intention to quit such as job stress, motivation and economic impact at their workplace. Therefore, the following suggestions should be considered:

5.4.1 Management

Researcher feels that even though this present study divided intention to leave into two factors namely intention to leave and intention to quit, both factors represent employees' turnover that create an obstacle to the company. The findings of this study brings important indicators to the management that managing intention to leave in an organization is crucial. This is also to alert that management should react towards inspiring all level of employees regardless in what position they are.

The management should look into this findings seriously to achieve the organisation long-term objectives and to retain talent employees in the current market competitiveness. Manifestations of appropriate career development and interpersonal

relationship in specific through effective communication, structured trainings and development programme, and competitive compensation and benefits affiliated with the job roles should be among the HR practices that must be aligned to overall objectives of the organisational goals.

Even though the result associated to career development and interpersonal relationship was dictated as the main predictor to the intention to leave and intention to quit respectively among all level of employees in MHE Demag, however the other attributes related to job satisfaction should also be dealt properly. In short, the overall objective of the organization should not be entirely focused in just hiring the right potentials (linked to interpersonal relationship) and establishing proper career paths in driving the organization goals but also in finding the right blend of the various job satisfaction variables such as supervision, training and development, rewards and recognition, performance appraisal and etc., in promoting and balancing the overall employee retention process. Such explicit practices will not only synchronizes the organization goals with the employee needs but also convey a distinctive understanding in terms of organizational costing hence taking appropriate measurements in prioritizing critical activities which has high impact (such as hiring often associated to advertisement, sourcing and training fees) and low impact (such as retention) in terms of costing.

Therefore, it is suggested that the management of MHE Demag should focus on the retention program by improving its HR practices activities particularly in constructing a competitive career development and effective interpersonal relationship structure through the active participation of employees in decision

making process, job involvement, avenue for social activities and open communication channels on latest updates which in fact helps to sustain a harmonious employer-employee relations environment of the company. Perhaps a revised policy that emphasize on the quarterly employee engagement that acts as a platform in discussing the various thoughts, ideas and concerns the employees have. With this, employees' views can be heard giving an opportunity to express suggestions that would benefit both parties hence creating a better working environment due to improvement of employee satisfaction.

There were many ways to improve HR practices in the company, however based on the result of this study; management should more focused in defining the existing career path and tools, employee relations and internal communication practices which maybe the main predictors on employee intention to leave.

5.4.2 Future researchers

Based on the literature review on job satisfaction and intention to leave, many facets of job satisfaction were used as independent variables of this study, while intention to leave was used as dependent variable. However there are many other variables such as pay, organization policies, job itself and etc. which may also influence the relationship between these two variables, but was not included in the study. Therefore future researchers should include the variables in their attempt to study job satisfaction.

From the scope of study discussed in chapter 1, this research only executed in one particular engineering organization which is MHE Demag. Future researcher may examine the relationship between job satisfaction and intention to leave for other engineering companies. This can produce a vast view on the job satisfaction in engineering companies in specific.

5.5 Conclusion

As a conclusion, this study has found that from the various variables that were examined only two variables was significantly correlated with employee intention to quit and intention to leave in MHE-Demag which are career development and interpersonal relationship. These results are not only unique but it is believed to be useful for other researchers whose keen or interested to pursue a similar research in the near future. This study could be a good platform to initiate various concerns related to job satisfaction especially in relation to career development and interpersonal relationship that plays a significant role in the current setting which is highly associated with Gen Y. As discussed in the initial chapters, Gen Y believes in their own personal growth as well as the organization's development. As indicated by Prasadini and Herath (2013), Gen Y does not bother about job security as they are knowledge workers and if offered a good opportunity in another organization with an attractive remuneration package, they will move on without any hesitation. And as for the interpersonal relationship, Gen Y as in today's employees' deals with more complex work tasks which often requires long working hour and work in teams (Lee, 2004). Hence, higher socio-emotional through organizational support can only be attained through effective employee relations along with discipline management tool

that perceives supervisor's role as a caretaker of employees which ultimately lead to negative turnover intentions and increase efficiency with job satisfaction. In short, the future research should focus on employer's strategies in understanding employees' needs and how it impacts the related to HR policies in the organization to optimize maximum capacity without losing them in long run.

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