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**THE EFFECTS OF PAY EFFECTIVENESS AND  
LEADERSHIP STYLE ON INTENTION TO LEAVE  
AMONG EMPLOYEES AT ASEANIA RESORT & SPA,  
LANGKAWI.**



**MASTER OF HUMAN RESOURCE MANAGEMENT  
UNIVERSITI UTARA MALAYSIA  
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**THE EFFECTS OF PAY EFFECTIVENESS AND LEADERSHIP  
STYLE ON INTENTION TO LEAVE AMONG EMPLOYEES  
AT ASEANIA RESORT & SPA, LANGKAWI.**

**By**



**Thesis submitted to  
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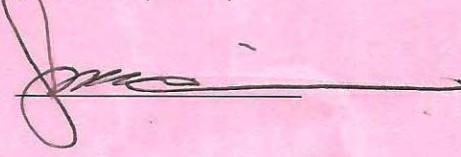
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AMONG EMPLOYEES AT ASEANIA RESORT & SPA, LANGKAWI**

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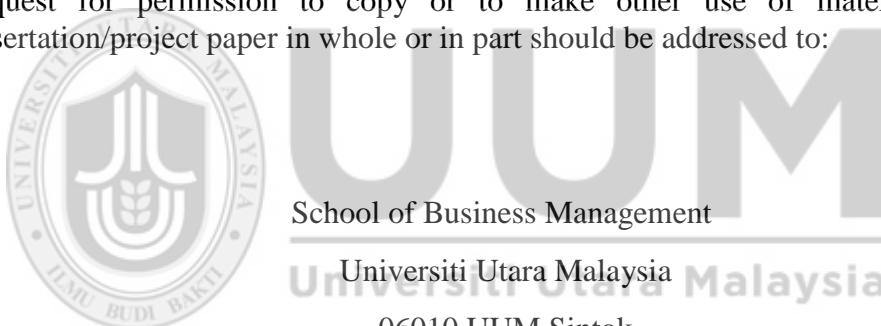
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## ABSTRACT

Employee turnover is an inevitable scenario faced by many organizations irrespective of its economic sectors. Uncontrollable turnover is extremely costly for the employer because it involves of efforts, times and costs of rehiring, training, and low productivity effects. Intention to leave is found as the strongest predictor for actual turnover in previous studies. Due to high turnover rate among hotel employees in Malaysia, it demands great concern and some insights on the subject of intention to leave. This research explored the factors that triggering the likelihood of employees' intention to leave their current organization. In this regard, this study attempts to determine the effect of pay effectiveness and leadership styles on intention to leave among local employees in hotel industry. Data were gathered from employees' at Aseania Resort & Spa using questionnaires survey. The findings of this study resulted in acceptance on some of the hypotheses formulated for this study. The research result indicated that pay effectiveness, transactional leadership style (contingent rewards), and transformational leadership style (idealize influence) were significantly impact and contributed to the intention to leave. Hence, with limited literatures on the topic of pay effectiveness, transactional leadership style, transformational leadership style, and intention to leave in the context of hotel industry in Malaysia, the findings of this study, had to some extent, contributed to the understanding of aspects related to the intention to leave and enrich the knowledges of these aspects, especially in Malaysian employment landscape.

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

## ABSTRAK

Pusing ganti pekerja merupakan senario yang tidak dapat dielakkan yang dihadapi oleh kebanyakan organisasi tanpa mengira sektor ekonominya. Pusing ganti pekerja yang tidak terkawal adalah amat mahal bagi majikan kerana ia melibatkan usaha, masa dan kos menggaji, latihan, dan kesan produktiviti yang rendah. Niat untuk meninggalkan didapati sebagai peramal yang kuat untuk perolehan sebenar dalam kajian sebelum ini. Oleh kerana kadar pusing ganti pekerja hotel yang tinggi di kalangan pekerja hotel di Malaysia, ia menuntut perhatian besar dan beberapa pemahaman mengenai perihal niat untuk meninggalkan. Kajian ini meneroka faktor-faktor yang mencetuskan kemungkinan hasrat pekerja untuk meninggalkan syarikat semasa mereka. Dalam hal ini, kajian ini cuba untuk menentukan kesan keberkesanan gaji dan gaya kepimpinan ke atas niat untuk meninggalkan di kalangan pekerja dalam industri perhotelan. Data dikumpulkan dari pekerja di Aseania Resort & Spa menggunakan borang soal selidik. Hasil kajian ini menyebabkan penerimaan pada beberapa hipotesis dirumuskan untuk kajian ini. Hasil kajian menunjukkan bahawa keberkesanan gaji, gaya kepimpinan transaksi (ganjaran luar jangka), dan gaya kepimpinan transformasi (mengidealkan pengaruh) telah ketara memberi kesan dan menyumbang kepada hasrat untuk meninggalkan. Oleh itu, dengan kesusasteraan terhad pada topik keberkesanan gaji, gaya kepimpinan transaksi, gaya kepimpinan transformasi, dan niat untuk meninggalkan dalam konteks industri perhotelan di Malaysia, hasil kajian ini, sedikit sebanyak telah menyumbang kepada pemahaman aspek yang berkaitan dengan niat untuk meninggalkan dan memperkayakan ilmu tentang aspek-aspek ini, terutama dalam landskap pekerjaan di Malaysia.

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

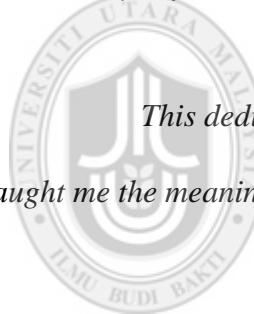
## DEDICATION

*Alhamdulillah,*

*Thanks to the Almighty Allah without His bounty and blessings  
and His guidance, I will not successfully complete my study.*

*This dedication is dedicated to my beloved parents  
Haji Harun bin Haji Yaacob and Hajjah Rahana binti Haji Othman  
and also to my beloved siblings, Nur Shuhadak Harun,  
Abdul Qayyum Harun and Abdul Basith Harun,*

*Thank you for always supporting me during this Master's Degree journey*



*This dedication also addressed to those who concerning,  
taught me the meaning of patience and perseverance during my master's journey.*

**Universiti Utara Malaysia**

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## **LIST OF ABBREVIATIONS**

HPC	High Pay Centre
MIDA	Malaysian Investment Development Authority
MEF	Malaysian Employers Federation
MTUC	Malaysian Trades Union Congress
MAH	Malaysian Association of Hotels



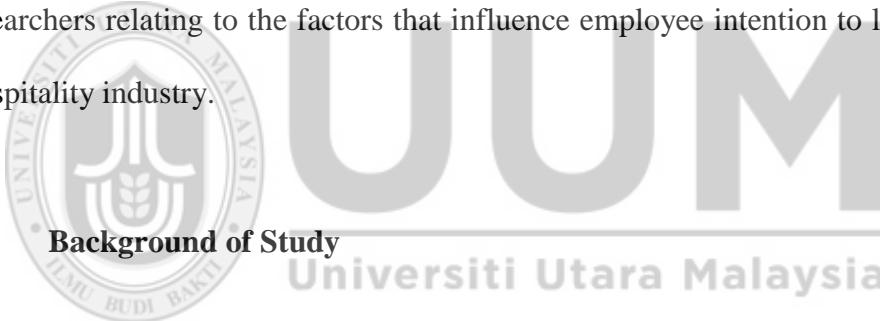
# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter consists of background and the organization of this study which relating to the factors that influence employee intention to leave a job especially about pay effectiveness and leadership style in Hospitality industry particularly at Aseania Resort & Spa, Langkawi. This chapter helps to understand the thoughts and main ideas of the researchers relating to the factors that influence employee intention to leave a job in Hospitality industry.

### 1.2 Background of Study



Islands are one of the fast growing tourism areas in term of international arrival in Malaysia and Langkawi Island is one of it. Since 1987, Langkawi has become the most visited destination by Malaysian due to its duty – free status and the declaration as the first Tourism city in the country in April 2001 (Hazmi, Omar, & Mohammed, 2012; Wan 2001). Tourists' arrival has become as predominant sources of income for the country since the development in other related areas such as food and beverage, hotel and entertainment depend on the growth of this industry. According to Malaysian Investment Development Authority (MIDA) (2015), the government via Malaysia Tourism Transformation Plan has targeted about 36 million of tourist to visit Malaysia

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