THE RELATIONSHIPS BETWEEN JOB SATISFACTION, WORKING RELATIONSHIP AND HUMAN RESOURCE MANAGEMENT PRACTICES ON TURNOVER INTENTION AMONG SAFETY AND HEALTH OFFICERS IN THE CONSTRUCTION INDUSTRY

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ABSTRACT

Aim: The overall objective of this study will be to identify relationship of job satisfaction, working relationship and human resources management practice on turnover intention among safety and health officer in construction industry. Literature review: A collection of literature related to Safety and Health Officer and the construction in Malaysia, turnover intention, job satisfaction, working relationship and human resources management practices. Methodology: The study design used is cross-sectional study which involves both descriptive statistic and inferential statistic. A pilot study of 30 respondents is carried out to test the reliability. A sample of 205 Safety and Health Officer (SHO) working in construction industry across state of Selangor Darul Ehsan. Respondent answer one set of self-administered questionnaire consisting of demographic items, a job satisfaction, working relationship, human resources management practices survey as well as a question represent the intention to quit via online platform. Result and Discussion: This study provides the concept of how will these three independent factors will affect employee turnover and more data, findings and comparisons will be presented in future journal on selecting the best factors that have impact on employee turnover the most. All independent variables had significant negative relationship towards intention to quit with work relationship is the highest predictor variable as Beta value under standardized coefficient scored (0.244) if compare to job satisfaction and human resource management practices are (0.231) and (0.224) respectively. Conclusion and Recommendation: In conclusion, this research show medium significant intention to leave and there is essential need to conduct further studies.

Keywords: safety and health officer, turnover intention, job satisfaction, working relationship, human resources management, construction industry.

ABSTRAK

Tujuan: Objektif keseluruhan kajian ini adalah untuk mengenal pasti hubungan kepuasan kerja, hubungan kerja dan pengurusan sumber manusia dalam niat untuk berhenti kerja di kalangan pegawai keselamatan dan kesihatan dalam industri pembinaan. Kajian kesusasteraan: Satu koleksi kesusasteraan yang berkaitan dengan Pegawai Keselamatan dan Kesihatan dan pembinaan di Malaysia, niat untuk berhenti kerja, kepuasan kerja, hubungan kerja dan amalan pengurusan sumber manusia. Kaedah: Reka bentuk kajian yang digunakan adalah kajian rentas keratan yang melibatkan kedua-dua statistik deskriptif dan statistik inferens. Kajian perintis 30 responden dijalankan untuk menguji kebolehpercayaan. Sampel purposive diambil dari 205 Pegawai Keselamatan dan Kesihatan (SHO) yang bekerja di industri pembinaan di seluruh negeri Selangor Darul Ehsan. Responden menjawab satu set soal selidik yang terdiri beberapa item seperti demografik, kepuasan kerja, hubungan kerja, tinjauan amalan pengurusan sumber manusia serta soalan mewakili niat untuk berhenti melalui platform dalam talian. Hasil dan Perbincangan: Kajian ini memberikan konsep tentang bagaimana ketiga-tiga faktor bebas ini akan mempengaruhi perolehan pekerja dan lebih banyak data, penemuan dan perbandingan akan dibentangkan dalam jurnal masa depan untuk memilih faktor terbaik yang memberi impak kepada niat untuk berhenti yang paling banyak. Semua pemboleh ubah bebas mempunyai hubungan negatif yang signifikan ke arah niat untuk berhenti dengan hubungan kerja adalah pembolehubah prediktor tertinggi dengan nilai Beta di bawah pekali standard yang ditetapkan (0.244) jika dibandingkan dengan kepuasan kerja dan amalan pengurusan sumber manusia adalah masing-masing memproleh (0.231) dan (0.224). Kesimpulan dan Cadangan: Sebagai kesimpulan, penyelidikan ini menunjukkan niat penting untuk meninggalkan dan ada keperluan penting untuk menjalankan kajian lanjut.

Kata kunci: pegawai keselamatan dan kesihatan, niat untuk berhenti kerja, kepuasan kerja, hubungan kerja, pengurusan sumber manusia, industri pembinaan.

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LIST OF ABBREVIATION

DOSH   Department of Occupational Safety and Health

HR   Human resources management practice

JS   Job satisfaction

NIOSH   National Institute of Occupational Safety and Health

OSH   Occupational Safety and Health

RO   Research objectives

RQ   Research questions

SHO   Safety and Health officer

SPSS   Statistical Package for Social Science

WR   Working relationship

UUM   Universiti Utara Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter basically focuses on the purpose to study the relationship of job satisfaction, working relationship and human resource management practicess in relation to the turnover intention among Safety and Health Officers (SHO)s who are apparently working in the construction industry. This section includes the explanation and elaboration of the background of the study, problem statement, research question, research objectives, scope and limitations of the study, the significance of the study, definition of key terms as well as the full organization of the thesis.

1.2 Background of Study

In order to ensure workplace with high compliance of safety and health, the organization should concern to have the Occupational safety and health (OSH) practitioners (Daud, 2010). OSH practitioner is defined as "A person who practicess occupational safety and health" whereas he may be or may be not a competent person (DOSH, 2015).

In Malaysia, the law requires high-risk workplace, such as the construction industry to hire DOSH registered SHO in their organizations (Daud, 2010). According to the Occupational Safety and Health (SHO) Order 1997, there is provisions to employ competent and qualified person to act as a SHO at the workplace for 10 classes of industries listed in Schedule I of Occupational Safety and Health Act 1994 (OSHA1994). Furthermore, the law acquired any project worth 20 million ringgit to have SHO in charge. This is specifically focused to project of building operation or work of engineering.

The construction industry is considered to be a major productive sector in Malaysia whereas it has recorded a double-fold growth especially in urban areas (Razak 2010). This also supported by Khan (2013) as the construction sector helps in improving the quality of life and living standards of the citizens at urban and non-urban areas in this country. The construction industry also aids in economic growth.

In addition, the data exhibit for first quarter 2017 by Malaysian Department of Statistic shows the high value of construction work done were registered in Selangor with RM8.3 billion or 23.8 per cent share. Residential and non-residential buildings sub-sector contributes the highest value in the state Selangor Darul Ehsan. Thus, this study zooms in state of Selangor Darul Ehsan as a sample location. The distribution of construction project is as shown in Figure 1.1 below.
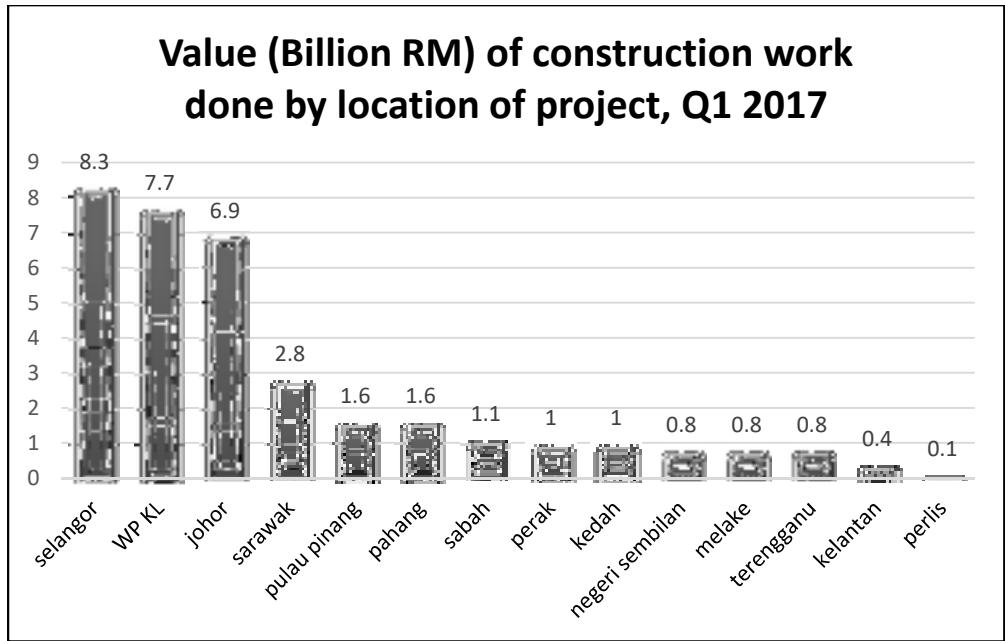
Figure 1.1: Value (Billion RM) of construction work done by location of project, Q1 2017
Sources: Press release by Department of Statistic Malaysia: Quarterly construction statistics, first quarter 2017.

However, fatalities and failures are likely to happen in many other countries, including Malaysia. As mentioned by Chi (2005), in many parts of the world people perceive construction industry as of the most hazardous industry. DOSH and local authorities look down to the managerial level in construction sector where they will be highly encouraged to took serious steps such as enforcement of legislation, provision of training and education. Many rules and regulations are in concern to be updated where there are gap towards regulations and current technologies used in construction industry.
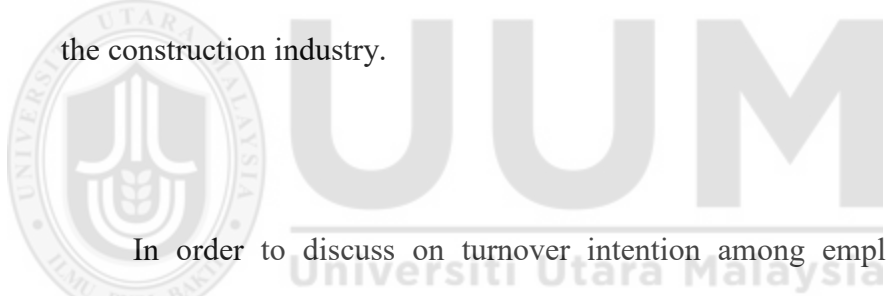
Figure 1.2: Turnover rate in Asia (2009-2011)
Source: Malila, J. (2011). Managing Rewards in Asia. Global Benefits
Outsourcing Conference, 1-20.

Michael Page (2015) published Malaysia Employee Intentions report in 2015, and did described that a key concern regarding the matter is the staff retention as 44% of professionals are expected to leave their current roles in the next 12 months, where further 40% stating that they actually only see themselves having the similar position or role in working for the next 1-3 years. As per Figure 1.2, it shows that in 2009, Malaysia is one of the Asian countries which is facing higher turnover rate, 10% higher compared to neighboring country such as Indonesia, Singapore and Thailand whereas in 2011, Malaysia's turnover rate had increased specifically to 15.9% (Malila, 2011).

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Regardless the nature of job at the construction site, the organizations often faces challenges in retaining the SHO. This result in shortage of registered SHO, Many of them will drop in and drop out between companies in construction industry, some of them chose drifting to other industry such as manufacturing industry, mining industry as well as there are personnel who surrendered their safety and health profession and turned over a new leaf. When SHO (SHO) left the team project, they not only contributed to a shortage of safety professionals, but also, their absence reduces available knowledge and wisdom in the practices area. This study will give the overview on factors that give impact toward turnover intention among SHO in the construction industry.

In order to discuss on turnover intention among employee, Spector (1997) listed out common facets related to turnover intention: Appreciation, Condition of job, Communication, Colleagues, Fringe benefits, Nature of the work, Organization, Personal growth, procedure and guidelines, opportunities to promote, Recognition, Security, and Supervision. There were a lot of dimensions involved when it comes to the measures to predict the intention of turnover and this actually helped as it also contributes as a great predictor of the actual turnover. For the purpose of study, focus is specific on factors of job satisfaction i.e. job condition and nature of work, working relationship i.e. supervision and coworkers and human resource management practices i.e. promotion and pay.

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1.3   Problem Statement

In first quarter of 2017, one speech given by Tan Sri Lee Lam Thye as the chairman of National Institute of Occupational Safety and Health (Niosh), reported in newspaper, The Sundaily had mentioned Malaysia currently lacks at least 9,000 SHOs and demand is expected to grow with multiple mega projects across country such as future proposed project, the Singapore-KL High Speed Rail and the East Coast Rail Line which are highlighted as Malaysia modern railway project. Other than that, the current high impact project in Pengerang Integrated Petroleum Complex in Johor, as well as the infrastructure project in the Pan Borneo Highway in Sarawak need attention to monitor their safety and health aspects.

This issue of shortage of SHO in industries has been discussed several times as DOSH (2009) revealed that in Malaysia, another 20,000 OSH professionals are still needed This is basically in conjunction with 9th Malaysian Plan (9MP) by which Malaysia specifically needs an additional of 1,500 SHOs. The 9MP (2006 to 2010) involves the current 5-yr phase of Malaysia's long-term development plans which was initiated as early as 1966.Then in 2011, The Borneo post reported that Malaysia urgently needs Safety and Health Officers.

The critical issue rose when more than half of registered SHOs are either inactive or have yet to renew their licenses. The NIOSH chairman also

revealed that in 2016, only a total of 5,984 were apparently registered with DOSH.

This statement indicates a shortage and inability in retaining SHOs who are basically experienced and within their practices area. To understand the role of job satisfaction, working relationship and human resource management practicess in their intention to leave is seen as crucial in construction industry.

This study is guided by Spectator's (1977) 5 facet job satisfaction work, supervisor, co-worker, pay and promotion. This study's key features in job satisfaction are described as job condition and nature of work, working relationship focus on SHO social relationship with supervision and co-workers while human resource management practicess will emphasize on promotion and pay.

Hence, the purpose of this study attempts to show there is any relationship that can be seen in terms of satisfaction, working relationship as well as human resource management practices and intention to leave current employment among SHO in construction industry in Malaysia.

1.4   Research Questions

RQ1: Is there any relationship between job satisfaction and turnover intention among SHO in the construction industry in Malaysia?

RQ2: Is there any relationship between working relationship and turnover intention among SHO in the construction industry in Malaysia?

RQ3: Is there any relationship between working relationship and human resource management practicess and turnover intention among SHO in the construction industry in Malaysia?

1.5   Research Objectives

RO1: To determine the relationship between job satisfaction and turnover intention among SHO in the construction industry in Malaysia.

RO2: To determine the relationship between working relationship and turnover intention among SHO in the construction industry in Malaysia.

RO3: To determine the relationship between human resource management practicess and turnover intention among SHO in the construction industry in Malaysia.

1.6   Scope and Limitations of the Study

Firstly, this study is explicitly designed to emphasize on turnover intention among SHOs working in construction site in the state of Selangor Darul Ehsan. This location had been chosen due to several reasons such as; this state holds the highest value in construction projects as recorded by Department of Statistic Malaysia, thus, the total number of 439 SHOs working construction industry in Selangor Darul Ehsan is also high compared to other states across Malaysia.

Target respondents must have valid Green book which indicate they are active SHO registered with DOSH. The latest information on respective SHOs is acquired from DOSH website. The data collected from the target location only represent the status on turnover in the state of Selangor Darul Ehsan. Therefore, total respondents are only 205. Other than that, this scope is limited to SHOs working in construction industry in the state of Selangor Darul Ehsan as a result of both financial and time constraint and besides that; there were only limited budget in the industry or organization for the purpose of rewarding and persuading the preferred respondents in answering the questionnaires. Apart from that, the timeline proposed for this study is short and caused further difficulties in the process.

The outcome findings can only generate to the same types of organizations only. This study is limited because of time limitation where researchers have special work commitments. Therefore, researchers have limited time to get the information for this study. While preparing this research, the researchers also have the limitation of study that could disturb the researcher to get the data either from the respondents or also from the environment.

This is the hardest barrier for the researcher to accomplish the research. The time provided to complete this study is to be divided between (i) the time to do the research and (ii) the time to carry out our permanent task since we are part time students. Fortunately, a proper time management has helped a lot of minimizing many possible slacks that could have affected the preparation of the research paper.

Another aspect highlighted in the scope of study is that it only emphasizes on turnover intentions rather than actual turnover data. Moreover, there are several limitations highlighted in this study which might impact the reliability and validity of the outcomes by the end of this research. The data collected from the respondents may not be sufficient in representing the whole SHO community in Malaysian construction industry and one other aspect that is time constraint is also a crucial factor where it actually discourages the researchers in achieving larger scopes of respondents.

In addition, there is a high chance seen by the researchers that contributes towards invalid and unreliable data gathered from the questionnaires as respondents might be influenced by many factors and one of them may be response biases. The problem that might arise during this study is the hesitation of respondents to give their fullest cooperation to answer the questionnaires given. Most of the respondents are not interested to fill up the questionnaire because of not enough time to answer it. Meanwhile, some of the respondents are dishonest towards answering the questionnaires.

1.7 Significance of Study

It has been three decade that researches have been done on turnover intention. Several studies have explored the turnover intention issues among employee, most of them were conducted in other job profession throughout the world. However, this has not been widely explored among SHO in construction industry specifically in Malaysia. Expectantly, this study can be used as baseline data for any future study related to development of SHO in Malaysia.

1.8   Definition of Key Terms

This section explains more on three independents variables i.e. job satisfaction, working relationship and human resource management practices

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used in this study. The description of each key term is adapted from definition by Bloom, P. J. (2010).

1.8.1 Job satisfaction

For this purpose of study, job satisfaction is a combination job condition and nature of work. Job condition involves two major derivation; (i) structure of the work experience i.e flexibility of hours, adequacy of breaks, substitutes, and job description materials as well as (ii) the context i.e. aesthetic quality of the physical environment; overall noise level; adequacy of heat, ventilation, and light; and spatial arrangement.

Nature of work actually includes various job components as they relate to the nature of the work experience i.e. degree of challenge, variety, autonomy, and control as well as the sheer quantity of tasks that needs to be done and the time frame of doing it. Besides, it also includes the importance of the work and the extent to which the job actually has the ability in providing intrinsic enjoyment besides fulfilling other aspects such as recognition, creativity, and skill building.

1.8.2   Working relationship

In this study, working relationship is the assortment of social relationship with the superiors in the organization as well as the social relationship with co-workers. Relationship with superiors basically contributed towards the quality and quantity of feedback, the encouragement, and helpful support from a superior that affected the worker's assessment of the superior's overall competence.

Meanwhile, social relationship with the co-workers is basically considered the extent to which a worker actually has close relationships with colleagues; which also involved the degree of mutual trust and respect among each other.
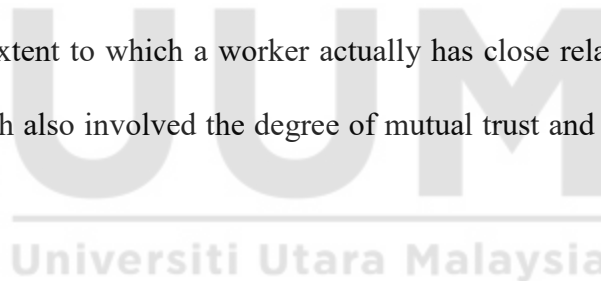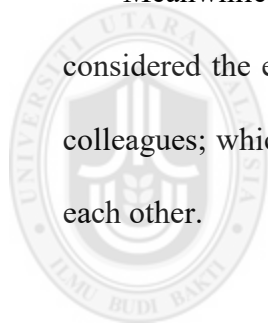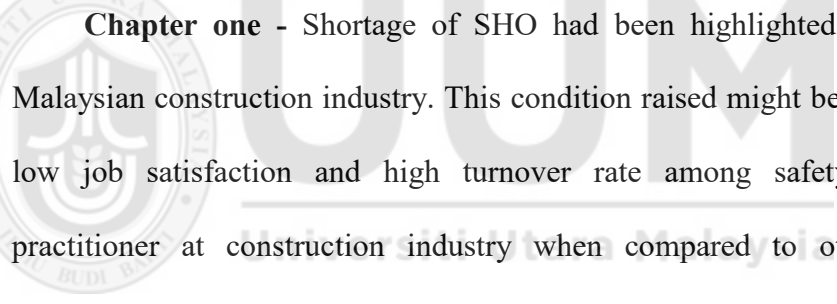
1.8.3   Human resource management practices

For this study, human resource management practices includes aspects such as pay and promotion. Human resource management practices actually involves the adequate payment and also the perceived equity and fairness of compensation policies, and fringe benefits for the employees in the organization. Promotion on the other hand actually is more concerned on provision of adequate training for the purpose of the development of

knowledge and skills of the employees and meanwhile, the opportunities for advancement revolves around the worker's perceived job security.

1.9   Organization of the Thesis

This thesis is divided into five chapters with several sub-items each. This thesis begins with chapter one, introduction, then followed with literature review in chapter two. Chapter three will emphasize on research methodology and chapter four validates the results and discussion. Chapter five acknowledged recommendation and conclusion.

Chapter one - Shortage of SHO had been highlighted especially in Malaysian construction industry. This condition raised might be related to the low job satisfaction and high turnover rate among safety and health practitioner at construction industry when compared to other industry, regardless of the nature of job. Chapter one contains the statement of the problem to be studied, the research question, the objectives of the study, significance of the study as well as the definition of the terms.

Chapter two - This chapter involves the set of collection of the previous study's literature as well as findings related to the present study conducted. Previous studies actually will help in terms of the development of the fundamental understanding on key issues as well as the challenges faced surrounding the subject. All aspects of understanding regarding the

importance of SHOs in the organization basically range from definition, role and responsibilities, and relationship with the existing legal requirements. This chapter also discovers the turnover intention in other profession as limited studies have been done in terms of safety practitioner.

Chapter three - The following chapter apparently explains the aspects that are important in carrying out the i.e. (i) research type and design, (ii) the description of the population and sample, (iii) the research instrumentation, (iv) the procedures for the collection of the data and (v) the analysis used in this study. The data will be collected using structural questionnaires with three sections and will be analyzed by using SPSS version 23.

Chapter four - Finding and discussion will be fully elaborated in chapter four completed with appropriated tables and figures of the finding.

Chapter five – This study will be conclude in last chapter which is chapter five, completed with some recommendation and suggestion for future research.

1.10 Summary

The main objective of the study had been discussed thoroughly in this chapter. Indeed, there is shortage of SHO at the construction at this moment while there are increasing numbers of project across Malaysia. Many of them would not want to renew their license or they prefer to stay in the other industries.

Their intention to leave job is studied based on three factors such as job satisfaction, working relationship and human resource management practices. This chapter acts as the beginning of exploration on intention to leave the construction industry among SHO.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter begins by the explanation of the theoretical dimensions of the research it also looks into how job-itself satisfaction, working relationship and human resource management practices impacted on intention to quit among SHO in the construction industry.

Early part of this chapter gives an overview on the importance of SHO in construction industry as outlined by Occupational Safety and Health Act 1994.

This is followed with the overview of current OSH status in Malaysian construction industry related to the growth, accident statistic as well as compensation cost due to occupational incident and accident in the construction industry.

This chapter is mainly constructed by reviewing published literatures on factors that give impact on turnover intention in other profession as limited studies have been done in same study area. The literature review will address the area related to the research problems in which it will determine the factors

which has an effect towards the intention of the SHOs towards turnover in the construction industry in the state Selangor Darul Ehsan.

2.2   Importance of safety and health officer (SHO)

As cited under section 29 (3) of the Occupational Safety and Health Act of 1994, the safety and health officer will be hired completely for the purpose to make sure due observance at the place of work. Then, the section 29 (4) of the Occupational safety and health Act of 1994 support that the SHO need to have received training associated with occupational safety and health, and have registered with DOSH.

Meanwhile, under regulation 4 of the Occupational safety and health (safety and health Officer) regulations 1997 emphasized that no individual shall act as a SHO until he is registered with the Director General. The Director General in this context is referring to the Director General of the department of Occupational Safety and Health.

The Occupational Safety and Health (SHO) regulations 1997 had initiated on August 22, 1997. This regulation is meant to make sure that the employers under the class or kind of industry specified within the Occupational safety and health (protection and fitness Officer) regulations 1997 hire a SHO in charge for the purpose of coping with matters regarding workplace safety and health.

As SHO, irrespective of their occupational titles, it is required to do a set of things. While their roles may vary according to company, their basic responsibilities can be found in the SHO Regulation 1997. In regulation 18 of the Occupational Safety and Health (Safety and Health Officer) Regulations 1997, it outlines what a SHO must do but not limited to the following:

- Advise the top management in the organization on measures to be taken in interest of OSH in the workplace;

- Inspect the workplace for potential harmful hazards;

- Conduct investigation on any incidents, accidents, occupational diseases or poisonings and submit report to respective authority within stipulated time;

- Organize and implement OSH programmes at the workplace;

- Act as Secretary of the Safety and Health Committee in the organization;

- Collect, analyze, keep and maintain OSH records;

- Assist any officer discharging his duties under OSHA 1997 and the regulations;

- Execute other commands from the employer pertaining to OSH at the workplace.

- To submit monthly report that includes brief of OSH program, OSH non-compliance and incidents happen at the workplace.

2.3 A Brief of OSH in Malaysia Construction Industry

Several studies (Behm, 2005; Fang et al., 2004; Kartam et al., 2000) mentioned that construction safety is crucial all over world due to its unique nature. Incidents will give adverse impact to human in term of injuries or fatality, or property damage, environmental disaster as well as bad for organization reputation. High accidents in construction industry have caused losses of both the number of labors and millions ringgit of properties each year in the country (Alves Dias and Coble).

WHO/ILO also reports that there is a growing acceptance throughout the world that accidents and ill-health at work do have an impact not only on the individual workers' lives, their family members as well as their potential for other work in future, but also the organizational productivity.

According to the Department of Occupational Safety and Health Malaysia (DOSH), the Occupational Accidents Statistics by Sector up to October 2015, construction industry has recorded the highest number of Death, which contribute to 59 fatality cases over 140 fatality cases reported from other industries including manufacturing; mining and quarrying; agriculture,

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forestry, logging and fishery; utility, transport, storage and communication; wholesale and retail trade; hotel and restaurant; financial, insurance, real estate and business services; and public services and statutory bodies.

The number of industrial accidents reported to the Social Security Organization (SOCSO) has declined by 35 percent from 1995 to 2003. SOCSO had received 114,134 reports on industrial accidents in 1995 and in 2003; the number had reduced to 73,858 cases. Out of the total 73,858 industrial accidents reported by SOCSO by the year 2003, 4,654 were recorded in construction. From this figure, almost 2 percent or 95 resulted in death, while 12.2 percent or 566 resulted in permanent disability. However, the number of fatalities arising from industrial accidents for the same period only marginally decreased by 0.7 per cent from 828 in 1995 to 822 in 2003 (SOCSO, 2001). In other words the industrial accidents for every 1,000 workers have declined from 15.4 in 1995 to 7.4 in 2003.

Obviously, these will cost the nations worldwide, including Malaysia, billions of Malaysia ringgit in workers' compensation, medical costs, and work efficiency. According to SOCSO the number of recipients for compensation has increased 36 percent from 182,763 persons in 1995 to 247,790 person in 2003. In 2003 alone, SOCSO has paid about RM 754 million, a staggering 161 percent increase from RM 289 million in 1995, as compensation for the industrial accidents. For the year 2004 it is estimated that the amount of compensation could reach over RM 800 million payable to

over 260,000 recipients (Fong, 2004). Going by the Accident Iceberg Theory, the hidden or indirect costs of an accident is eight to 33 times more than that of its apparent or direct costs (Fong, 2003).

In accordance to the OSH Master Plan by the Human Resource Ministry, the target is of only 2 work place accident cases per 1,000 workers by 2020, similar to the rate in developed countries. Accident rate has been reduced from 4.77 per 1,000 workers in 2006 to a mere 2.81 per 1,000 workers. The Ministry also aims to reduce the rate of fatal industrial accidents from 7.24 per 100,000 workers in 2006 to 2.81 per 100,000 workers in 2020; this has been reduced to 4.84 per 100,000 in 2015.

The Construction Industry Development Board (CIDB) master plan for Occupational Safety and Health (CIDB Master Plan OSHA, 2004) has highlighted that Malaysia construction industry problems which involves accidents, absence of job security, poor management, and low wages for high-risk jobs and lack of opportunity for career development actually contributes towards to poor image for the industry at large.

2.4   Turnover Intention

Turnover intention is a complex phenomenon that determined by numerous factors (Coomber & Barriball, 2007). Within the past 3 decades, many

researches have addressed the problem on employees' turnover. Turnover is described as voluntary or involuntary permanent withdrawal from an organization (Robbins & judge, 2011).

Turnover intention is the idea or feeling of leaving but not necessarily the act of leaving the company. It refers to 1 step before leaving that is making plans to leave. In comparison, real turnover is the worker's departure from a corporation (Chen et al., 2011).Previous researches on western and non-western cultures additionally have observed job satisfaction to be an outstanding predictor of turnover and retention (Larrabee et al. 2003, Coomber & Barriball 2007, Chan et al. 2008).

In the meantime, there is study proved that employees' working environment and personal lives will have an effect on their turnover intention (Chen et al., 2011).

Besides that, a person's characteristics can also have an effect on intention to leave including membership in union, tenure, income, profession and age (Chen et al., 2008). In a single study, it had been stated that there had interrogated the link among personality and worker turnover intentions in the service industry exist (Kuean et al., 2010). Fairness also impacts intention to leave. When worker perceived high level of fairness, intention to leave could be lower (Veloutsou & Panigyrakis, 2004). DeConinck (2011) determined that

there are impact of chief–member trade (LMX) and organizational identification on the overall performance and turnover. Consistent with outcomes stated in different research, LMX was associated undoubtedly to organizational commitment (Meyer et al. 2002).

Different studies have proposed that the following factors give impact on turnover intention which includes management and leadership (Coomber & Barriball 2007), supervision satisfaction (Fang 2001), support (Kwak et al. 2010), pay (Bjork et al. 2007, Chan et al. 2008), instructional and promotional opportunities (Kwak et al. 2010, Wang et al. 2012), workload and work situation (Lu et al. 2011), interaction/social relationship (Bjork et al. 2007, Nora & Nelson 2010).

Researcher additionally have observed that there are robust links between turnover intention and job satisfaction, worked burnout, information seeking processes, organization commitment, propensity for participative decision making, gender, justice perceptions, and leadership style (Veloutsou & Panigyrakis, 2004).

One of the traditional turnover models used within the literature is the model proposed by Spector (1997).The principle ides is making use of the idea of turnover intention as a predictor for real turnover (Spector, 1997). The ultra-modern updated concept on turnover intention is proposed by Hom and Griffeth Expanded Turnover Model (Hom & Kinicki, 2001).

Most of researches measured independent variables that provide effect to dependent variable i.e. turnover intention have been made using job Descriptive Index (JDI) which was advanced by Smith, Kendall and Hulin in 1969 and Minnesota satisfaction Questionnaire (MSQ). JDI was designed to degree the assemble of job satisfaction (Kinicki et al, 2002). JDI's very last version has 5 (5) sub dimensions: pleasure with paintings, supervision, co-workers, pay and promotion (Yeager, 1981; Argyle, 1989; Kinicki et al, 2002; Saari et. al, 2004).

Turnover refer as the traits of a given organization or industry, relative to rate at which an employer gains and losses staff (Mudor & Rookson, 2011). To guide this assertion, a management perspective, preserving the high performance employees are critical (Veloutsou & Panigyrakis, 2004).i It is due to the fact turnover is not only affected the productiveness, it additionally affected the earnings of the company (Singh & Kumar, 2012) wherein turnover intention accommodates cost benefit analysis (Amah, 2009).

2.5 Job satisfaction

Job satisfaction has been described in various complimentary approaches. Job satisfaction is typically regarded as advantageous feelings or emotions that someone may have with reference to their job. Some people feel

very happy with their work, whereas others may additionally feel very disenchanted. Both workplace factors and within-person factors appear to play a role in figuring out how happy a person feels with their job. Job satisfaction is a multidimensional construct that may support retention in a selected role and normal in a profession (McCarthy et al. 2007).

Several decades of studies have confirmed a tremendously consistent link between job satisfaction and crucial organizational outcomes which includes employee performance degrees and turnover. Previous research additionally have observed job satisfaction to be a distinguished predictor of turnover and retention (Larrabee et al. 2003, Cameron et al. 2004, Tourangeau & Cranley 2006, Coomber & Barriball 2007, Chan et al. 2008).

Saari and Judge (2004) felt that the best way to predict overall job satisfaction is by examining the nature of work by which they realized that job satisfaction has got everything to do with the work and the nature of work itself.

There are many reasons why people leave the organization. Poor work conditions or environment may result in loss of interest in the job and lead the employee to leave the organization (Ali et. al, 2016). One study performed for teacher job satisfaction at four Kelantan schools indicated that there was negative significant relationship when it comes to daily faculty workload and job satisfaction (Mustapha & Ghee, 2013).

Based on the existing literature, there is a strong negative relationship that existed between the job satisfaction and the intention in leaving the organization by which it has been mentioned that higher job satisfaction may contribute towards lower turnover intention and vice versa (Chen., Ployhart, Thomas, Anderson, & Bliese, 2011).

2.6 Working Relationship

Numerous relationships are formed between superiors and subordinates ranging from low quality relationships to high quality relationships. Those relationships can be primarily based on 3 "currencies" of trade, specifically perceived contribution (perceived contribution is high when interaction on task related activities is in depth), loyalty to each other, and mutual affection (clearly liking for each other) (Bhal & Gulati, 2006; Kumar & Singh, 2011). Other dimensions wherein the relationships are constructed around consist of trust, support, openness, honesty, and verbal exchange (Wilson, Sin, & Conlon, 2010).

Mudor and Tooksoon (2011) referred supervision as activities of the management and as supervisors, they do have management role to play in an organization. In other words, they are so called the managers in the organization. Supervisors normally see and act through people which indicate

the directing and managing activities as part of their job. With wide knowledge of job requirements and sufficient openings to manage and observe the employees activities, supervision has become essential and necessary activity to the organization.

Supervisors need to see, review and monitor the work being done by the employees and the direction given by them has some ripple impact. If the employees work hard and achieve high performance, the productivity increase and therefore, supervisor will be seen as performers but this also will turn the other way around if the performance of the employees is not something the supervisor can be proud of (Mudor & Tooksoon, 2011).

According to Bradley, Petrescu and Simmons (2004), employees love to be supervised closely by their managers. This will provide some visual assessment of the employees' performance which then concluded that observing is needed during working. Mentoring is also said to be one of the activities that contributes to the supervision satisfaction among employees (Lo & Ramayah, 2011).

In conjunction with many different previous studies on investigating the relationship among working relationship and turnover intention, most of the research discovered that a considerable and negative relationship does

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exist. There may be a linear negative relationship among working relationship and turnover intention where high quality relationship is connected to low turnover purpose (Ballinger, Lehman, & Schoorman, 2010). Employees are also co-workers or peers to their groups in which is considered as critical in the working environment. Saari and Judge (2004) realized that co-workers satisfaction is equally important to ensure the job is much more interesting and perhaps challenging to avoid boredom and mundane.

Most of the studies discovered significant negative relationship between Working Relationship and turnover intention are done in United States (Harris et al., 2009; DeConinck, 2011), India (Kumar & Singh, 2012), Indonesia (Ariani, 2012), and China (Cheung & Wu, 2012). These researches mentioned above were being done on employees in manufacturing industry (Cheung & Wu, 2012; Ariani, 2012), managers in sales industry (DeConinck, 2011), government servants in environmental health sector (Harris et al., 2009), and staff in hospitals (Ballinger et al., 2010).

2.7   Human Resource Management Practices

There are numerous factors that make contributions to the turnover intention, however many research observed that human resource management practicess are capable of reducing the turnover intention amongst personnel (Haines, Jalette, & Larose, 2010). Pay refers to income, salary and benefits in

a company (Mudor & Tooksoon, 2011). Jawahar and Stone (2010) categorized 4 dimensions of pay satisfaction which include satisfaction with pay, satisfaction with blessings, pleasure with increases and satisfaction with structure and management itself. Tella, Ayeni and Popoola (2007) stated that pay and wages can be used as motivational strategy to reward employees and make sure that they are satisfied with the reward and structural pay given to them. Tang et al (2004) said that the turnover rate of university professors is lower than the general public and the lengths of service in the university makes it difficult for them to jump from one university to another.

The research has shown that there is a significant negative research among the desirable compensation packages with turnover intention. Desirable compensation packages which include better wages supplied to employees are possible in keeping them. (Batt&Valcour,2003). In line with the Batt and Valcour (2003), it was said that the human assets incentives along with compensation packages and profession development interpreted the maximum variance in employee's turnover intentions.

However, there may be a poor relationship between career or development training and turnover intention among employees. It may be a well worth investment strategy for a company if it does offer enough training opportunities to its personnel (Shaw, E., Delery, Douglas, & Gupta, 1998).

2.8   Summary

This chapter described the exploration of many previous studies. The journals, article and statement related to the turnover intention and their factors were collected via internet and quoted in this chapter

CHAPTER 3

RESEARCH METHODOLOGY

3.1   Introduction

The third chapter is concerned with the methodology used for this study. Basically, the research methodology is known as the process that is usually used in collecting data and information in order to complete a research paper. In this chapter, it will show how the research methodology is taken by giving any information and data regarding the topic of research starting from proposed conceptual framework, research design, and samples of study, time horizon, operational definition, instrumentation, data collection, sample size, sampling method, data analysis and summary.

3.2   Research Framework
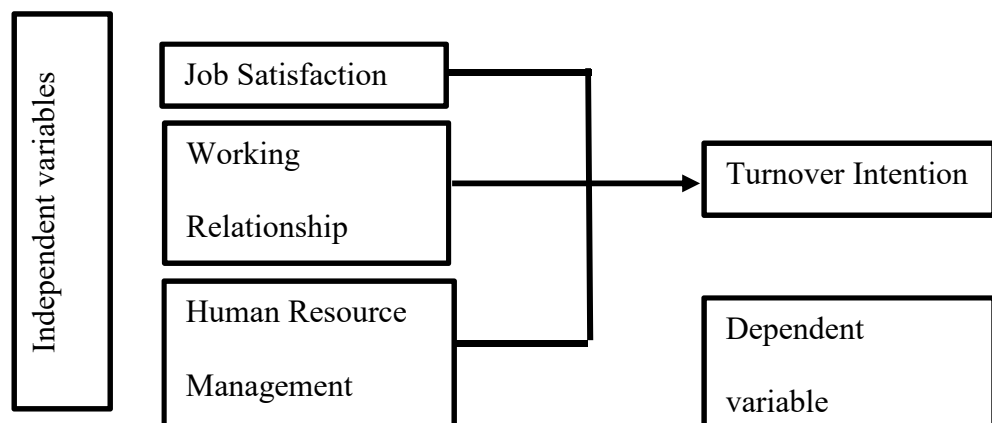
Figure 3.1: Conceptual framework

Figure 3.1 depicted the conceptual framework for this study. There are three independent variables chosen as factors that influence dependent variables. The independent variables are job satisfaction, working relationship and human resource management practices. The dependent variable is turnover intention among SHO working in construction industry.

3.3   Research Design

The study design used is cross-sectional study by which evaluation was done to determine relationship between Job Satisfaction, Working Relationship and Human Resource Management Practices toward Turnover Intention among Safety and Health Officer (SHO) in Construction Industry specifically at Selangor Darul Ehsan.

The descriptive statistic and inferential statistic were implemented in this study where descriptive statistic is aimed to be used in describing the demographic characteristics among respondent and inferential statistic used correlational and regression analysis to identify significant value between independent variables and dependent variable.

A well-designed questionnaire encourages the respondent to provide complete and accurate information on the current situation. A pilot study of 30

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respondents is carried out to test the reliability of self-administrated questionnaire prior distribution to full scaled respondents.

The self-administered structured questionnaire is established and pilot test is done towards 30 respondents randomly chosen from construction industry across Malaysia. These 30 copies of questionnaire have been examined by using SPSS. The reliability of each item included in the questionnaire is determined by the utilization of the coefficient alpha (Osburn, 2000).

A purposive sample of 205 Safety and Health Officer (SHO) working in construction industry across Selangor Darul Ehsan was used. Safety and Health Officers (SHO) completed an online self-administrated questionnaire consisting of demographic items, a job satisfaction, working relationship, human resource management practicess survey as well as a questions that represented the intention to quit.

3.3.1. Sample of Study

In this study, purposive sampling is being used. The study focused on SHO working construction industry. Selangor Darul Ehsan is chosen for sampling area due to high number of construction project. This location is chosen because the highest value of construction compared to other state. Thus, it provides greater number of potential respondents.

According to DOSH, there are currently 923 registered Safety and Health in state of Selangor Darul Ehsan, only 439 of them are currently working in construction industry, while other SHO working for other industries such as manufacturing, food processing and transportation.

3.3.2.   Sources of The Data

There are two method of data collection used in the study, i.e. the primary and secondary data. Apparently, the primary data collection conducting the study, or simply by using the data for the purpose it intended for. On the other hand, the secondary research data, are collected by a third party for different purposes or other needed purposes.

3.3.2.1   Primary Data

The primary data gathered from the respondent are representing elements that affect the turnover intention among SHOs in construction industry. The principle benefit of the usage of questionnaires for the study is that the researchers are capable of acquiring all of the finished responses within a quick time period (Sekaran & Bougie, 2016).

The self-administered established questionnaire encompasses 4 parts, which consist of demographic records of the respondent, job satisfaction, working relationship, Human resource management Practices and Turnover intention among SHOs in construction industry.

The questionnaire was established by using online tool which is Jotform and the electronic link will be distributed to the target respondents via email invitation. Confidentially, the responses were assured to encourage the respondents to answer all the questions honestly. There are a lot of advantages in conducting online survey which includes fast response, cost saving, easily accessible and it also does not consume much time and required less skills in comparison towards the conducting interviews.

3.3.2.2 Secondary Data

The secondary data for this study is literatures of mainly journal, reports, and article collected from online database. The purpose of reviewing published literatures related to Turnover intention is to develop the fundamental understanding on key issues and challenges that surrounds the subject. It covers all

aspects of understanding on factors influencing turnover among employee from variety of professions around the world. The questionnaire used in this study was adapted and adopted from questionnaires established by previous scholars.

3.3.3.   Unit of Analysis

The unit of analysis is used to focus of the study. In this study, the unit of analysis is individuals which are the safety and health officers working in the state of Selangor Darul Ehsan who will be answering the questionnaire regarding turnover intention. The questionnaire will be in English language only.

3.3.4.   Time Horizon

It is referred to the estimated length of time to a plan, program and project to complete the proposal and the research. The researcher will use a cross-sectional study that have the specific place to distribute the questionnaire to the respondents. This cross–sectional design will allow the researcher to compare the different variables at a same time. This research began early in March and is completed by the end of July 2017.

3.4 Operational Definition

Table 3.1: Operational definition for each variable for this study

Job satisfaction was measured using 6 item with example items; 'Do you agree or disagree that you are well satisfied with my job?"	Working relationship was also measured using 8 items with question such as; ' Do you agree or disagree that your superior understand my problem?' and ' Do you agree or disagree that you like the people you work'
Human resource management practices was comprised of 5 items which asked question such as; 'Do you agree or not that the level of pay is fair' and 'Do you see opportunities for your advancement'	Turnover intention was measured by 2 items such 'Do you agree or not that you have plan to leave current job/profession as SHO in construction site' and 'Do you agree or not that you are willing to leave current job profession as SHO in construction site

All three independent variables and dependent variables were listed in table 3.1 as above and table 3.2 shows the list of question and the sources where questionnaires were adopted and adapted.

Table 3.2: List of questions and sources

Items	Question	Sources
Demographic data	Gender	Developed for this research
	Age	
	Academic	
	Current Employment Status	
	Years Of Working	
Job satisfaction	I find real enjoyment in my job	Adapted from (Schleicher, Watt, & Greguras, 2004)
	I consider my job rather pleasant	
	I am often not bored with my job	
	I am well satisfied with my job	
	I definitely like my job	
	Most day I am enthusiastic with my job	
Working Relationship	Superior understand my problem	Adapted from (DeConinck, 2011)
	Superior recognize my potential	
	My superior will help me to solve problem	
	My superior has confidence on me	
	I know where I can stand my superior	
	My relationship with my superior is effective	
	I like the people I work with	
	Communication seem good among team	
Human Resource Management practicess	I have participated training	Adapted from Kim (2012)
	I can see opportunities for my advancement	
	I am satisfied with the fair promotion offered by the company	
	I think my level of pay is fair	
	I am generally satisfy with the amount of pay and benefits I receive	
Turnover Intention	I plan to leave my current job/profession as SHO in construction site	Adapted from Kim (2012)
	I would be willing to leave my current job profession as SHO in construction site	

3.5   Instrumentation

The structured questionnaire is established by using online tool which is Jotform.com and the electronic link will be distributed to the target respondent via email invitation. Confidentiality of the responses was assured to encourage the respondents to answer all the questions honestly. Appendix A shows the questionnaires used on this study.

3.6   Data Collection

Consequently, list of respondent complete with their email address and contact number is collected from DOSH website. It is an open source where it is readily accessible to public. Then, 205 random selection was done out of 493 Safety & Health Officer (SHO) where telephone calls had been made to invite them to participate in this study.

Then, an email containing the electronic link for the online questionnaire is sent to 205 potential respondents after confirming their intention to participate in this study. There are follow=up sessions to ensure the respondents open and answer the entire question properly. Thus the results are generated based on these 205 questionnaires.

3.6.1   Sample Size

According to Krejcie and Morgan's (1970) table for determining sample size, for a given population of 440, a sample size of 205 (n = 205) would be needed to represent a cross section of the population. Thus, by referring to the guideline of sample size, they are around 230 Safety and Health Officer across Selangor who have been contacted by telephone.

3.6.2   Sampling Method

Consequently, the list of respondent complete with their email address and contact number is collected from DOSH website. This is an open source where it is readily accessible to the public. Then, 205 random selection was done out of 493 Safety & Health Officers (SHO) where telephone call had been made to invite them to participate in this study.

Then, an email containing the electronic link for the online questionnaire is sent to 205 potential respondents after confirming their intention to participate in this study. There are follow up sessions to

ensure respondent open and answer the entire question properly. Thus the results are generated based on these 205 questionnaires.

3.7   Data Analysis

The SPSS statistical package version 23 will be used to analyze the data. This study adopts a combination of descriptive analysis, reliability test and inferential analysis.

3.7.1   Descriptive Analysis

Descriptive Statistics are used to present quantitative description in a manageable form and assists to simply large amounts of data in a sensible way (Trochim, 2006).

3.7.2   Reliability Test

Cronbach's alpha is the most common measure of internal consistency ("reliability") which indicates whether the items measure the same construct. The reliability for each item is followed the ranges provided as in table below

Strength of association	Cronbach's alpha coefficient range
Excellent reliability	> 0.90
Very good reliability	0.80 to 0.90
Good reliability	0.70 to 0.80
Fair reliability	0.60 to 0.70
Poor reliability	< 0.60

Table 3.3: Rule of thumb on Cronbach's alpha coefficient size

Sources: Hair, J. F., Celsi, M. W., Money, A. H., Samuoel, P., & Page, M. J. (2011). Essentials of business methods.

3.7.3   Inferential Analysis

This analysis includes Pearson Coefficient Correlation and Multiple Regression Analysis.

3.7.3.1 Pearson Analysis

Correlation is used to identify relationships between variables as well as to test two quantitative variables. Pearson's correlation is used in this study to

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determine if a significant linear relationship exists in a bivariate association. There are three potential research hypotheses for this model that are: positive linear relationship, negative linear relationship, and no linear relationship.

The Guildford rules of thumb states the possible value for coefficient is from -1 to +1. Meanwhile, the signs of (+ and -) indicates the direction of, according to Coakes (2013). The (+) sign indicates the perfect direct linear with positive relationship between two variables and the sign of (-) indicates that there is a perfect inverse with negative relationship between variables. Range of correlation coefficients is as shown in Table 3.2 below:

Table 3.4: Values of thumb about correlation coefficients size

Range of correlation coefficients	Degree of correlation
± 0.80 – 1.00	Very strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very weak

Sources: Chowdhury, A. K., Debsarkar, A., & Chakrabarty, S. (2015). Novel methods for assessing urban air quality: Combined air and noise pollution approach. *Journal of Atmospheric Pollution*, *3*(1), 1-8

3.13.2   Multiple Linear Regression

Regression is a statistical measure used to define the strength of the relationship between one dependent variable and a series of other changing independent variables. The R square shows the extent or percentage the independent variables can explain the variations in the dependent variable. R square calculates the regression line approaches closest to the real data points.

A linear regression model with three predictor variables can be expressed with the following equation:

$Y = B_0 + B_1 * X_1 + B_2 * X_2 + B_3 * X_3 + e.$

The variables in the model are:

- Y, the response variable;
- X_1, the first predictor variable;
- X_2, the second predictor variable;
- X_3, the third predictor variable; and
- e, the residual error, which is an unmeasured variable.

The parameters in the model are:

- B_0, the Y-intercept;

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- B_1, the first regression coefficient.
- B_2, the second regression coefficient; and
- B_3, the third regression coefficient.

3.8 Summary

This chapter stated thoroughly on methodology of the research. The method were outlined from the finding of the literature review whereby some of item were adopted and adapted to the suitability of this study.

CHAPTER 4

RESULT AND DISCUSSION

4.1 Introduction

This chapter shows all the result for SPSS. The results were based on descriptive analysis, reliability test, and inferential analysis. From descriptive analysis, an analysis was done on the demographic characteristics of the respondents with frequency tables and charts, and the mean of the sample distribution. For the reliability, it will provide the results of reliability analysis for pilot study as well as overall sample data. The inferential analysis on the other hand aims to study the significant of the research through the result of sample data.

4.2 Demographic Analysis

Table 4.1 shows the characteristic of total 205 respondents where all of them are SHOs working at the construction sites in state Selangor Darul Ehsan. The characteristic of each demographic data is further explained.

Table 4.1: Summary for demographic characteristic of respondent

Demographic	Categories	Frequency	Percentage (%)
Gender	Male	166	81.0
	Female	39	19.0
Age	Below 25years old	8	3.9
	26 to 35 years old	121	59.0
	36 to 45 years old	58	28.3
	46 to 55 years old	17	8.3
	56 years old and above	1	0.5
Academic Qualifications	Certificates	36	17.6
	Diploma	87	42.4
	Degree	52	25.4
	Master	30	14.6
Current Employment Status	Permanent	125	61.0
	Contract	77	37.6
	Freelance	3	1.5
Length of Working	Less than one years	35	17.1
	1 to 5 years	84	41.0
	6 to 10 years	46	22.4
	11-15 years	23	11.2
	More than 9 years	17	8.3
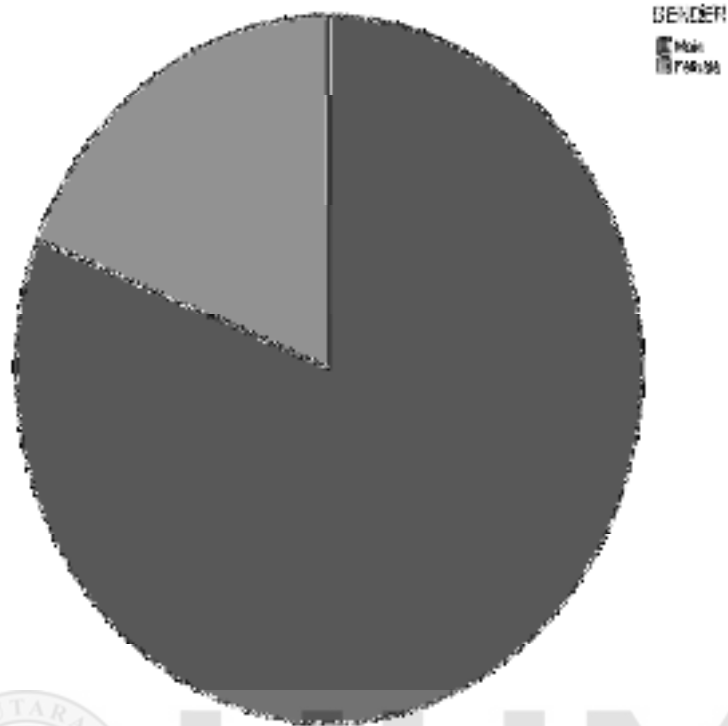
Figure 4.1: Gender

The result in Table 4.1 and Figure 4.1: Gender shows that there are 166 male respondents and 39 female respondent in which male respondents involved 81% in this study while only 39% participated by women.
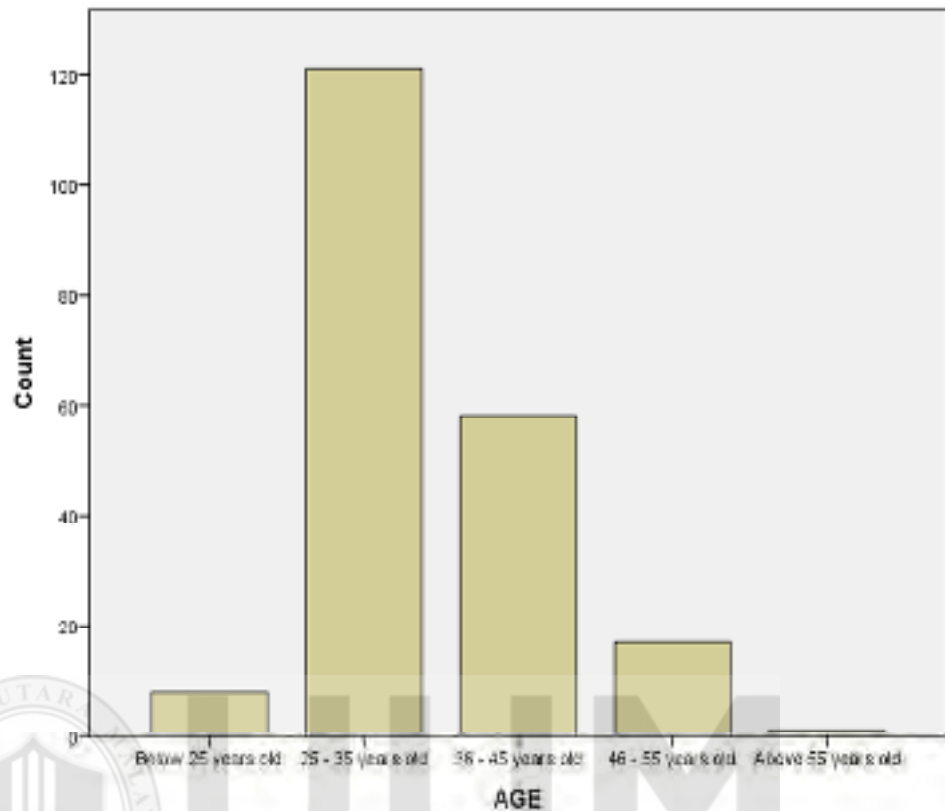
Figure 4.2: Age

Meanwhile, Table 4.1 and Figure 4.2: Age below shows five frequency of age with 3.9% (n=8) of them were young SHO less than 25 years old, the highest number of respondent come from SHO with age between 25years old to 35 years with frequency of 59% (n=121), 28.3%(n=58)of them in between 35 years old to 45 years old, 8.3% (n=17) of them in between 45 years old to 55 years year, and only one respondents which represented 0.5% who is SHO age above 55 years old.

From Table 4.1: Academic background shows that 17.6% (n=36) of SHO had certificate where they attend SHO course by NIOSH. Most of the respondents have diploma education level which 42% (n=87). As shown in Figure 4.3, there are 52 respondents (25.4%) with Bachelor degree education background. Meanwhile, only 30 respondents (14.6%) have pursue their study in master.
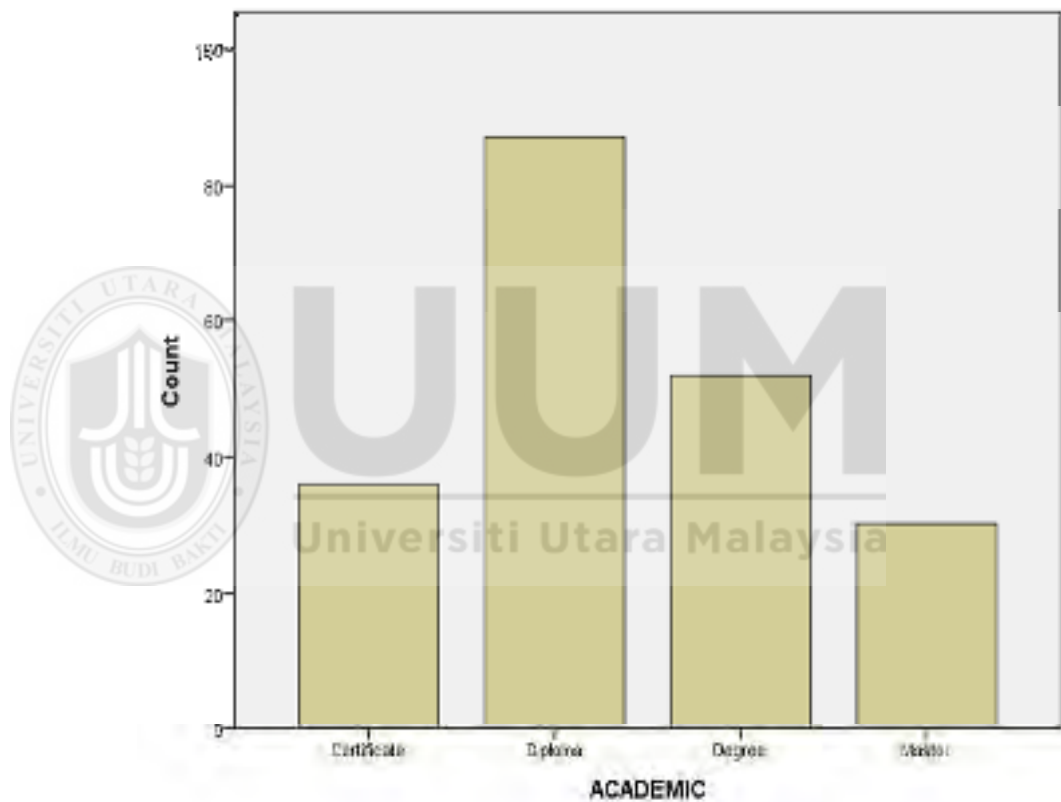
Figure 4.3: Academic Background
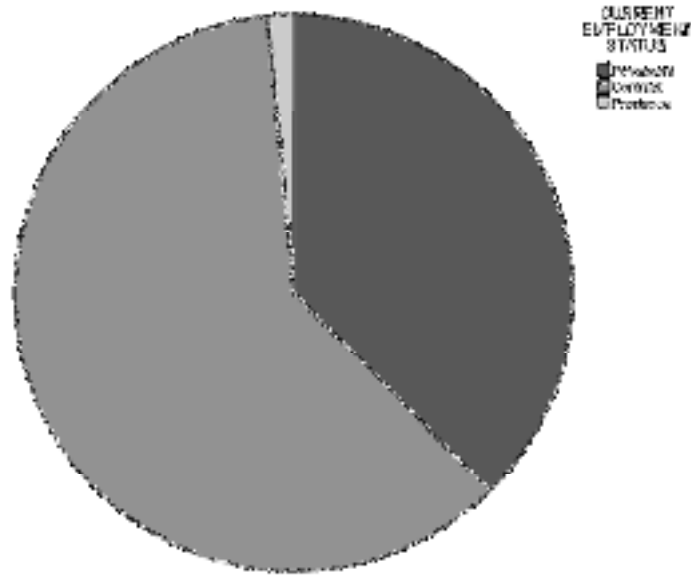
Figure 4.4: Current Employment Status

For this study; as shown in above Table 4.1: Current Employment Status and Pie Chart in Figure 4.5: For Current Employment Status, the sample was collected mostly from 125 (61.0%) contract staff meanwhile 37.6% (n=77) are permanent staff and only 1.5% (n=3) of them are working freelance.
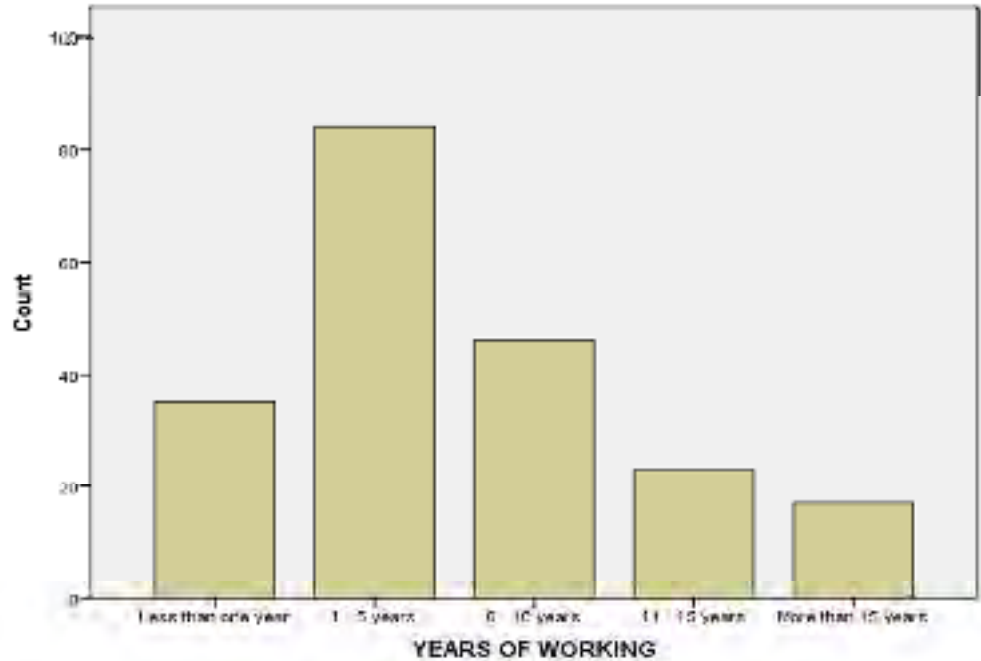
Figure 4.5: Table: Years of Working Experience

Out of 205 respondent, 17.1% (n=35) have less than one year experience in construction industry while most of them have been working as SHO for about 1 to 5 years with frequencies of 84 respondent (41%). There are 46 (22.4%) and 23 (11.2%) SHOs who have been working as SHO in construction industry for 6 to 10 years and 11 to 15 years respectively. Not many of them, but 8.3% represented by 17 SHO participated in this study have more than 15 years of working experience in construction industry. These data are as shown in Table 4.1and Figure 4.5: Years of working.

4.3 Reliability Test

Table 4.2 : Reliability Test

| | Cronbach's Alpha | | |
Factors	Pilot test (n = 30)	Sample Data (n = 205)	No. of Items
Job Satisfaction	0.877	0.882	6
Working Relationship	0.795	0.914	8
Human Resource Management Practicess	0.828	0.855	5
Turnover Intention	0.770	0.843	2

Based on the reliability test results for pilot test in table 4.2 above, the factor of job satisfaction, working relationship, human resource management practicess and turnover intention are of 0.877, 0.795, 0.828 and 0.770 respectively. All the alpha values of these three variables are in between 0.70 to 0.80, therefore, hence the questions are considered as good reliable for collecting the accurate results from SHO in construction industry.

For this purpose of study, 205 sets of questionnaire are collected and we used SPSS to test the reliability, and result is as shown in table 4.11 below which indicated that the factor of job satisfaction, working relationship, human resource management practicess and turnover intention are categorized as excellent in reliability as their Cronbach's alpha values are 0.882, 0.914, and 0.855, 0.843 correspondingly. This also shows good internal consistency for structured questionnaire used in this study.

4.4   Results for Inferential Analysis

This section will discuss the result for Pearson Correlation Coefficient and Multiple Regression Analysis.

4.4.1 Pearson Correlation Result

Table 4.3 : Pearson Correlation Analysis Result

	JS	WR	HR	TI
JS	1			
WR	$.792^{**}$	1		
HR	$.683^{**}$	$.718^{**}$	1	
TI	$-.577^{**}$	$-.587^{**}$	$-.556^{**}$	1

**. Correlation is significant at the 0.01 level (2-tailed).
(n = 205)

Correlation Coefficient, signified by r, is a measure of the strength of the straight-line or linear relationship between two variables and as for the purposed of the study; this analysis is used to calculate the relationship between independent variables and dependent variables. The result is summarized in the following table 4.3.

4.4.4.1   Correlation between job satisfaction and turnover intention among SHO in the construction industry

Table 4.4: Correlations between job satisfaction and turnover intention

	JS	TI
Pearson Correlation	1	-.577**
Sig. (2-tailed)		.000
N	205	205
Pearson Correlation	-.577**	1
Sig. (2-tailed)	.000	
N	205	205

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

According to the table 4.4 above, it shows that job satisfaction has -0.577 correlation with the turnover intention. This relationship has fall under the coefficient range from ±0.40 to ±0.59. This result indicates that there is a moderate negative relationship between job satisfaction and turnover intention among SHO in construction industry because of the negative value for correlation coefficient. Thereby, when job satisfaction is high, turnover intention is low. The relationship between job satisfaction and turnover intention is significant. It is because; it has achieved the p-value of 0.000 (p-value<0.01).

4.4.4.2   Correlation between working relationship and turnover intention among SHO in the construction industry

Table 4.5: Correlations working relationship and turnover intention

	WR	TI
Pearson Correlation	1	-.587**
Sig. (2-tailed)		.000
N	205	205
Pearson Correlation	-.587**	1
Sig. (2-tailed)	.000	
N	205	205

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

Based on table 4.5 above, it shows that the working relationship has -0.587 correlation with the turnover intention. This relationship has fall under the coefficient range from ±0.40 to ±0.59. This result indicates that there is a moderate negative relationship between working relationship and turnover intention among SHO in construction industry because of the negative value for correlation coefficient. Thereby, when working relationship is high, turnover intention is low. The relationship between job satisfaction and working relationship is significant. It is because; it has achieved the p-value of 0.000 (p-value<0.01).

4.4.4.3   Correlation between human resource management practices and turnover intention among SHO in the construction industry

Table 4.6: Correlations human resource management practices and turnover intention

	HR	TI
Pearson Correlation	1	-.556**
Sig. (2-tailed)		.000
N	205	205
Pearson Correlation	-.556**	1
Sig. (2-tailed)	.000	
N	205	205

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

Table 4.6 above shows that the human resource management practices has -0.556 correlation with the turnover intention. This relationship has fall under the coefficient range from ±0.40 to ±0.59. This result also indicates there is moderate negative relationship between human resource management practices and turnover intention among SHO (SHO) in construction industry because of the negative value for correlation coefficient. Thereby, when human resource management practices is high, turnover intention is low. The relationship between job satisfaction and human resource management practices is significant. It is because it has achieved the p-value 0.000 (p-value<0.01).

4.4.2   Multiple Regression Analysis

Table 4.7: Model Summary[b] for relationship between job satisfaction, working relationship and human resource management practices on turnover intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633[a]	.401	.392	.91344

a. Predictors: (Constant), HR, JS, WR

b. Dependent Variable: TI

The R square shows the extent or percentage the independent variables can explain the variations in the dependent variable. R square calculates the regression line that approaches closest to the real data points. In this study, the independent variables (job satisfaction, work relationship and human resource management practices) can explain only 40.1% of the variations in the dependent variable (turnover intention). However, there is still 59.9% (100%-40.1%) which cannot be explained in this study.

According to table 4.7, the 0.633 is the correlation coefficient (R value) for this study. The R value is the correlation coefficient between the dependent variable and independent variables that are taken together.

Table 4.8: Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.600	.215		26.024	.000
JS	-.288	.116	-.231	-2.487	.014
WR	-.308	.124	-.243	-2.492	.014
HR	-.297	.108	-.224	-2.749	.007

a. Dependent Variable: TI

Based on the table above, the results showed that both job satisfaction and work relationship is significant with p-value of 0.014 at alpha value of 0.05. Further, human resource management practices approached the borderline of significance with p-value 0.007 at alpha value of 0.05 to predict turnover intention for this study.

Work relationship is the predictor variable that shows the highest variation of the turnover intention because Beta value under standardized coefficient for this predictor variable is the highest (0.243) if compared to other predictor variables whereby Beta value for both job satisfaction and human resource management practices are (0.231) and (0.224) respectively.

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4.5   Discussion

By referring to the result from this study, it allows the management of construction industry to understand the needs of the safety and health officers in construction industry in Malaysia.

4.5.1 Discussion on demographic data

The result portrays the sample population of 205 safety and health officers working in state of Selangor. The data were gathered through questionnaire and analyzed by using SPSS. Based on demographic data, this study was responded by high number of male respondents by 81%, as there were 166 male participated and only 19% of them were females. Out of 205, only 39 female respondents participated in this study. Due to the nature of work in construction, this indicates that there are only small group of women working in Occupational safety and high profession.
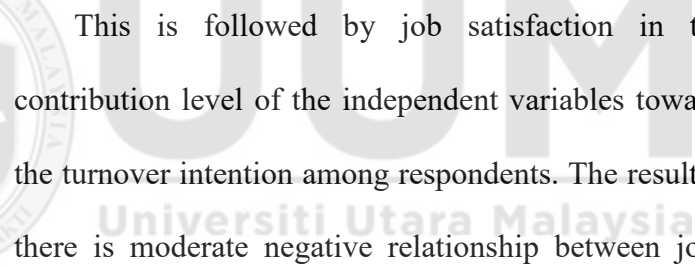
Among them, there are 121 respondent aged around 25 to 35 years old which is the highest group in age distribution. One of them is elder person aged more than 55 years old but is still working as Safety and Health Officer

in the construction industry. 8 of them are still young with ages below 25 years old.

4.5.2 Achieving research objectives

In order to see whether the study has achieved its objectives, it is critical to look back and analyze the information and data gathered for the study.

4.5.2.1   Discussion on research objective one (RO1)

This is followed by job satisfaction in terms of the contribution level of the independent variables towards predicting the turnover intention among respondents. The result indicates that there is moderate negative relationship between job satisfaction and turnover intention among Safety and Health Officer (SHO) in construction industry because of the negative value for correlation coefficient. Thereby, when job satisfaction is high, turnover intention is low.

The management should be aware of maintaining the employees' job-related interest level by practicing different techniques such as job rotation and job enhancement. Thus, the result from this research helps the management in planning,

designing, and revising the company culture and policies as well as to give high commitment towards occupational safety and health program which in turn increases the job satisfaction level of the employees. As a result of increased job satisfaction, the turnover intention of the employees can be minimized.

4.5.2.2   Discussion on research objective two (RO2)

Based on the findings, the result indicates that there is a moderate negative relationship between working relationship and turnover intention among Safety and Health Officer (SHO) in construction industry because of the negative value for correlation coefficient. Therefore, when working relationship is high, turnover intention is low. Working relationship is the strongest impacting safety and health officers in construction industry turnover intention. Those safety and health officer who were unable to form closer relationship with the leader tend to have higher level of turnover intention as there is no good communication with the leader or the immediate superior.

4.5.2.3   Discussion on research objective three (RO3)

Furthermore, human resource management practices have also givens impact towards turnover intention. The result also indicates that

there is moderate negative relationship between human resource management practices and turnover intention among Safety and Health Officer (SHO) in construction industry because of the negative value for correlation coefficient. Thereby, when human resource management practices is high, turnover intention is low.

The relationship between job satisfaction and human resource management practices is significant. Respondent wanted a fair reward system and clear career advancement where these are needed to ensure the employees' satisfactions towards the efforts they have contributed in their jobs. Adequate level of training and development improves and enhance a safety and health officer skills and abilities in performing the task.
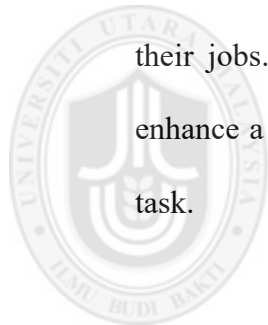
4.6   Summary

This chapter had presented the finding analysis of this current study. The data were analyzed using SPSS version 23.0 for Windows 8 and it is captured as the most applicable method of analyzing data including demographic statistic, reliability test, descriptive statistic test, correlation test, and regression test.

The discussion of the findings will be presented in the subsequent chapter. Table 4.9 below shows the measured objectives of the study:

Table 4.9: Measured Objective

Research Objective	Measured	Result
Research Objective 1	Pearson Correlation	Significant, Moderate
Research Objective 2	Pearson Correlation	Significant, Moderate
Research Objective 3	Pearson Correlation	Significant, Moderate
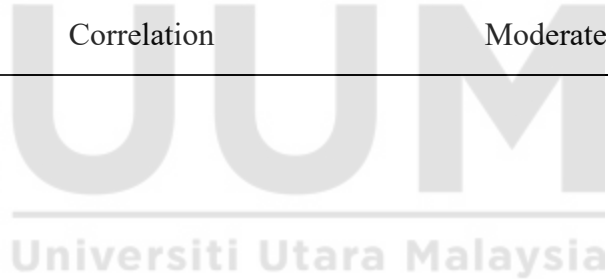
CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter will discuss on the summary of study that was conducted and the data obtained from the survey. This chapter also includes the recommendations based on results of this study. This chapter will eventually give a few recommendations for future research as well as conclusion on subject matter.

5.2 Conclusion from the results of the study

Working relationship is the predictor variable that contribute the highest variation of the dependent variable (turnover intention) because Beta value (under standardized coefficient) for this predictor variable is the highest (0.580) if compare to other predictor variables ie, job satisfaction, and human resource management practices. This means that working relationship is the strongest unique contribution to explain the variation in dependent variable (turnover intention), when the variance explained by all other predictor variables in the model is controlled for.

5.2.1. Job satisfaction

There is a significant negative relationship between job satisfaction and turnover intention among SHOs in construction industry thus this conclusion answered the RO1 of the study. The result from this study are in line with one of the literature where they found strong negative relationship that existed between the job satisfaction and the intention in leaving the organization by which it has been mentioned that higher job satisfaction may contribute towards lower turnover intention and vice versa (Chen., Ployhart, Thomas, Anderson, & Bliese, 2011).

5.2.2. Working relationship

Working relationship is the highest predictor with significant negative relationship between working relationship and turnover intention among SHOs in construction industry thus this conclusion answered the RO2 of the study. This study is positive with most of the studies where they discovered significant negative relationship between Working Relationship and turnover intention are done in United States (Harris et al., 2009; DeConinck, 2011), India (Kumar & Singh, 2012), Indonesia (Ariani, 2012), and China (Cheung & Wu, 2012).

5.2.3. Human resource management practices

There is a significant negative relationship between human resource management practices and turnover intention among SHOs in construction industry thus this conclusion answered the RO3 of the study. One research also has shown that there is a significant negative research among the desirable compensation packages with turnover intention. Desirable compensation packages which include better wages supplied to employees are possible in keeping them. (Batt&Valcour,2003). This conclude that this study show significant factor that influences turnover intention among SHO.

5.3   Recommendations

The reputation of construction industry is relying on the expertise of implementation and management of safety and also how it can be completed safely and meet the consumer's requirements (Mills, 2001; Loosemore et al. 2003; Root, 2005; Goetsch, 2005).This good image of reputation will not be achieved without assistance from safety practitioner especially safety and health officer. They encourage the organization toward best practices Occupational Safety and Health.

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Safety and health officers lead to ensure success in Occupational Safety and Health program in the organization. Safety and health officers act as facilitators to increase the level of occupational safety and Health within organization simply by providing educational opportunities to the safety and health officer. This encouragement will help safety and health officers in charge to continually seek for current best safety and health practices in construction industry.

Besides that, top management should give full commitment. The implementation of Safety and Health Policy shows the support given by top management towards occupational safety and health. Top rank in organization should become those who "walks the talk" and not just "talks the talk". Superiors need to ensure that the safety and health officer has the resource and organizational support that is necessary to implement plans.

5.4   Suggestions for Future Research

Based on the limitations of the study, this has come to suggestion for future research to be conducted in large scale of population. This study is only limited at the state of Selangor Darul Ehsan. For future research, target population that is best to compare between several states and the whole perspective of Malaysia is suggested.

Other than that, there are many factors that encourage turnover intention. As per result, these 3 independent variables weigh 40.1% of factor contributing to turnover intention. Furthermore, there are many gaps of improvement especially on questionnaire design.

This can be upsurge through the extraction of many available questionnaires such as the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England & Lofquist, 1967); Job Descriptive Index (JDI) (Roznowski, 1989; Smith, Kendall & Hulin, 1969); the Job Diagnostic Survey (JDS) (Hackman, Oldham, 1974); the Global Job Satisfaction (GJS) (Quin and Shepard, 1974; Pond and Geyer, 1991; Rice, Gentile and McFarlin, 1991); the Job in General Scale (JIG) (Ironson, Smith, Brannick, Gibson and Paul, 1989); and the Job Satisfaction Survey (JSS) (Spector, 1985) etc.

This study hopes that future research can develop better questionnaire specifically for SHO turnover intention. The medium of gathering data needs to be improved, which is not limited to questionnaire distribution whereby personal interview can also be used as it will help to give a clear picture on real life current condition of SHO in construction industry.

However, there are lacks of studies to measure the factors influencing the actual turnover. It is crucial to investigate whether the factors affecting

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employee's turnover intention can be applied to employee's actual turnover (Chen et al., 2008)

5.5 Summary

This chapter concludes the study on the impact of job satisfaction, working relationship and human resource management practicess towards turnover intention. The results showed that all independent variables have significant relationship with the dependent variables.

Hopefully, this study will encourage more employers to help groom young safety practitioners to become registered Safety and Health Officers, and motivate employers to retain their professional safety officers.
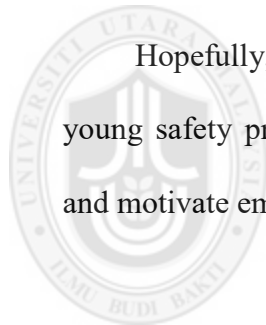
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SURVEY ON RELATIONSHIP OF JOB SATISFACTION, WORKING RELATIONSHIP, AND HUMAN RESOURCE MANAGEMENT PRACTICESS ON TURNOVER INTENTION AMONG SAFETY AND HEALTH OFFICER IN CONSTRUCTION INDUSTRY

EXECUTIVE SUMMARY

The construction Industry in Malaysia has contributed significantly to the economic growth in Malaysia. Regardless the nature of job at construction site, there is currently a shortage of registered Safety and Health Officer, and organizations often face challenges in retaining them. Malaysia currently lacks at least 9,000 safety and health officers (SHOs) and more than half of registered SHOs are either inactive or have yet to renew their licenses. Job satisfaction has been identified as a factor that influences high turnover rate among safety practitioner in construction industry in Malaysia.

Dear respondent.

This study focuses on understanding the current level of job satisfaction and turnover intention among Safety and Health practitioner in a construction industry in Malaysia. Your participation in this survey is very important.

Understanding your background and professional experience in Occupational Safety and Health will help this study to achieve its aim and objectives. The survey should only take a couple of minutes of your time. Your participation in the survey is completely voluntary and all of your responses will be kept confidential.

Thank you for your participation.

INSTRUCTIONS: This questionnaire consists of eight (5) pages. Please read the questions carefully before answering them.

<div style="border:1px solid #000;background:#cccccc;text-align:center;padding:10px;">

SECTION A: RESPONDENT INFORMATION

</div>

Instruction: Please choose one for the answer for each question by (X) the chosen answers

1. **Age**
   - [ ] 25 years old and below
   - [ ] 26-35 years old
   - [ ] 36-45 years old
   - [ ] 45-55 years old
   - [ ] 56 years old and above

2. **Gender**
   - [ ] Male
   - [ ] Female

3. **Education level**
   - [ ] Certificate
   - [ ] Diploma
   - [ ] Degree
   - [ ] Master Degree
   - [ ] Doctor of Philosophy (PHD)

4. **Current employment status**
   - [ ] Permanent
   - [ ] Contract
   - [ ] Freelance

5. **Period of working experiences**
   - [ ] Less than one year
   - [ ] 1-5 years
   - [ ] 6-10 years
   - [ ] 10-15 years
   - [ ] Over 15 years

SECTION B: JOB SATISFACTION, WORKING RELATIONSHIP, AND HUMAN RESOURCE MANAGEMENT PRACTICESS ON TURNOVER INTENTION AMONG SAFETY AND HEALTH OFFICER IN CONSTRUCTION INDUSTRY

Instruction: Please choose one for the answer for each question by give the appropriate score.

SCORE/*SKOR*	DESCRIPTION/*KETERANGAN*
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

NO.	QUESTION	SCORE					
		JOB SATISFACTION					
1.	I find real enjoyment in my job	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
2.	I consider my job rather pleasant	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
3.	I am often not bored with my job	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
4.	I am well satisfied with my job	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	

| | | O | O | O | O | O | |

NO.	QUESTION	SCORE					
5.	I definitely like my job	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
6.	Most day I am enthusiastic with my job	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
WORKING RELATIONSHIP							
7.	Superior understand my problem	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
8.	Superior recognize my potential	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
9.	My superior will help me to solve problem	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
10.	My superior has confidence on me	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
11.	I know where I can stand my superior	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	

NO.	QUESTION	SCORE					
12.	My relationship with my superior is effective	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
13.	I like the people I work with	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
14.	Communication seem good among team	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
HUMAN RESOURCE MANAGEMENT PRACTICES							
15.	I have participated training	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
16.	I can see opportunities for my advancement	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
17.	I am satisfied with the fair promotion offered by the company	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
18.	I think my level of pay is fair	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	

NO.	QUESTION	SCORE					
19.	I am generally satisfy with the amount of pay and benefits I receive	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
TURNOVER INTENTION							
20.	I plan to leave my current job/profession as SHO in construction site	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	
21.	I would be willing to leave my current job profession as SHO in construction site	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree	
		O	O	O	O	O	

Thank you.