

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION IN THE
COMMERCIAL BANKING SECTOR IN KUALA LUMPUR**

BY

DOREEN SHAMALA A/P ANTONIO MERINO



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Fulfilment of the Requirement for the Master of Science (Management)**



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PROJEK

(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

DOREEN SHAMALA A/P ANTONIO MERINO (818829)

Calon untuk Ijazah Sarjana

(Candidate for the degree of) **MASTER OF SCIENCE MANAGEMENT**

telah mengemukakan kertas projek yang bertajuk

(has presented his/her project paper of the following title)

**FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION IN THE COMMERCIAL BANKING SECTOR IN
KUALA LUMPUR**

Seperti yang tercatat di muka surat tajuk dan kulit kertas project
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **DR. JASMANI MOHD YUNUS**
(Name of Supervisor)

Tandatangan :
(Signature)

Tarikh : **05 DISEMBER 2017**

PERMISSION TO USE

In presenting this thesis in fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for the copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Arts and Sciences. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Arts and Sciences
UUM College of Arts and Sciences
Universiti Utara Malaysia
06010 UUM Sintok



UUM
Universiti Utara Malaysia

ABSTRACT

Employees are most vital and valuable assets in all organization. An organization would not be able to achieve its success without the necessary support and dedication of its employees. This objective of this research is to identify the factors that influence turnover intention among the employees in the commercial banking sector in Kuala Lumpur by accessing the independent variables which are job satisfaction, empowerment, job stress and external job opportunity. The questionnaires were distributed to five banks who willingly participated in this research whereby three hundred seventy five bank employees participated in this research. The researcher chose the convenience sampling which falls under the non-probability sampling. Descriptive and inferential statistics were used to measure the relationship of the variables and to draw a conclusion between the independent and dependent variables. The findings revealed that there is existing relationship between job satisfaction, job stress, empowerment and employee turnover. On the other hand external job opportunity was not a significant predictor towards employee turnover. The independent variables only revealed 9.1% of the influences on employee turnover intention. Another pertinent factor could be the fact that the respondents have resigned to the fact that jobs are rare and therefore they choose to remain where they are in order to ride out the bad times and hope to move to greener pastures when times are better.

Keywords: Employee Turnover Intention, Job Satisfaction, Job Stress, Commercial Banking Sector.

ABSTRAK

Pekerja adalah aset yang paling penting dan berharga dalam semua organisasi. Sesuatu organisasi tidak mampu mencapai kejayaan tanpa sokongan dan dedikasi yang diperlukan daripada para pekerja. Objektif kajian ini adalah untuk mengenal pasti faktor-faktor yang mempengaruhi niat lantik henti dalam kalangan pekerja di sektor perbankan di Kuala Lumpur dengan mengakses pembolehubah yang bebas iaitu kepuasan kerja, beri kuasa, tekanan kerja dan peluang pekerjaan luar. Soal selidik telah diedarkan ke 5 buah bank dimana tiga ratus tujuh puluh lima pekerja bank bersedia mengambil bahagian dalam kajian ini. Disebabkan oleh sekatan masa dan belanjawan, penyelidik memilih pensampelen mudah yang terletak bawah pensampelan bukan kebarangkalian. Statistik yang deskriptif dan mudah disimpulkan digunakan untuk mengukur hubungan bagi pembolehubah dan untuk menghasilkan satu kesimpulan antara pembolehubah yang bebas dan bergantung. Penemuan tersebut mendedahkan bahawa terdapat kewujudan hubungan antara kepuasan kerja, tekanan kerja, pemberdayaan dan lantik henti niat. Di sebalik itu, peluang pekerjaan luar bukan peramal penting terhadap niat lantik henti. Pembolehubah bebas hanya menunjukkan 9.1% pengaruh terhadap niat lantik henti pekerja. Faktor lain yang bersesuaian adalah disebabkan oleh fakta bahawa responden ingin meletak jawatan namun kesukaran mendapat pekerjaan, jadi mereka memilih untuk kekal di tempat mereka bagi mengeluarkan diri mereka dari masa yang buruk dan berharap untuk berpindah ke tempat yang lebih baik apabila waktu mengizinkan.

Kata Kunci: Lantik Henti Niat Dalam Kalangan Pekerja, Kepuasan Kerja, Tekanan Kerja, Sektor Perbankan.

ACKNOWLEDGEMENT

Whilst a completed dissertation bears the single name of the student, the process that leads to its completion is always accomplished in combination with the dedicated and diligent work and unselfish contribution of other people. I would like to reflect on and acknowledge the various individuals who have supported and unselfishly helped me so much throughout this period.

Foremost, I would like to express my sincere gratitude to Dr. Jasmani Mohd Yunus, my thesis supervisor for the continuous support of my thesis preparation and research, for her patience, motivation and immense knowledge. Her guidance helped me all the time in doing the research and writing of this thesis. Without her help and encouragement this dissertation would not have been written (or ever finished!). THANK YOU.

I would be remiss if I did not acknowledge and thank each and every one of my course lecturers who have done a fantastic job. They spiced up the lectures and kept me engaged and eager to come to class. THANK YOU ALL.

I wish to express my unqualified thanks to my parents who raised me and taught me to study hard and to give priority in my life to the quest for knowledge and for their wise counsel and sympathetic ear. They are and always have been there for me. THANK YOU MUM AND DAD.

A very wise and old friend once imparted these pearls of wisdom to me and I believe truer words were never spoken :-

If you run with wolves you will learn to howl but if you associate with the eagles you
will learn how to soar to great heights

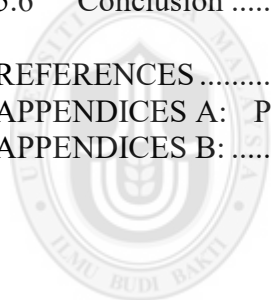
I must categorically state here that during my sojourn with University Utara Malaysia (KL) I was blessed with the privilege and honour of associating with eagles.

TABLE OF CONTENTS

TITLE PAGE.....	i
CERTIFICATION OF THESIS WORK.....	ii
PERMISSION TO USE.....	iii
ABSTRACT.....	iv
ABSTRAK.....	v
ACKNOWLEDGEMENT.....	vi
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
CHAPTER 1 INTRODUCTION.....	1
1.0 Background of Study.....	1
1.1 A general view of the Malaysian Banking Sector.....	2
1.2 Problem Statement.....	5
1.3 Research Questions.....	9
1.4 Research Objectives.....	10
1.5 Significance of Study.....	10
1.6 Scope of the Study.....	11
1.7 Organization of Study.....	12
CHAPTER 2 LITERATURE REVIEW.....	13
2.0 Introduction.....	13
2.1 Employee Turnover Intention.....	13
2.1.1 Types of Employee Turnover.....	15
2.2. Job Satisfaction.....	17
2.2.1 Relationship between Job Satisfaction and Employee Turnover Intention.....	18
2.3. Empowerment.....	22
2.3.1 Relationship between Empowerment and Employee Turnover Intention.....	25
2.4 Job Stress.....	27
2.4.1 Relationship between Job Stress and Employee Turnover Intention.....	27
2.5 External Job Opportunity.....	29
2.5.1 Relationship between External Job Opportunity and Employee Turnover Intention.....	30
2.6 Theoretical perspective of employee turnover.....	31
2.6.1 Expectancy Theory.....	32
2.6.2 Herzberg Two Factor Theory.....	33
2.7 Summary.....	33
CHAPTER 3 METHODOLOGY.....	34
3.0 Introduction.....	34
3.1 Theoretical Framework and Hypothesis Development.....	34
3.2 Hypothesis Development.....	35
3.3 Research Design.....	38

3.4	Research Instrument	39
3.5	Population and Sampling Design	42
3.5.1	Target Population	42
3.5.2	Sample Size	44
3.5.3	Sampling Technique	44
3.6	Data Collection	45
3.7	Data Processing	45
3.8	Validity	46
3.9	Technique of Data Analysis	46
3.9.1	Normality Test	47
3.9.2	Linearity Analysis	47
3.9.3	Homoscedasticity	47
3.9.4	Multicollinearity.....	48
3.10	Descriptive Analysis.....	48
3.11	Pearson’s Bivariate Correlation Analysis.....	48
3.12	Multiple Regression Analysis.....	49
3.13	Summary.....	49
CHAPTER 4 RESEARCH RESULT AND FINDING		50
4.0	Introduction.....	50
4.1	Data Preparation.....	50
4.1.1	Normality Test.....	50
4.1.2	Multicollinearity.....	52
4.1.3	Linearity Analysis.....	53
4.2	Factor Analysis finding on the research instrument.....	54
4.2.1	Findings on the Dependent variable under factor analysis.....	56
4.2.2	Findings of the Independent Variables using Factor Analysis	57
4.3	Reliability Analysis.....	61
4.4	Demographic Analysis.....	61
4.5	Descriptive Analysis	64
4.6	Hypotheses Testing.....	65
4.6.1	H1 There is a significant relationship between Job Satisfaction and Employee Turnover Intention in the commercial banks in Kuala Lumpur.....	66
4.6.2	H2: There is a significant relationship between Empowerment and Employee Turnover Intention in the commercial banks in Kuala Lumpur	67
4.6.3	H3: There is significant relationship between Job Stress and Turnover Intention.....	68
4.6.4	H4: There is no significant relationship between External Job Opportunity and Employee Turnover Intention	68
4.6.5	H5: There is a significant effect of employee turnover intention in the commercial banking industry in Kuala Lumpur.....	69
4.7	Summary	72
CHAPTER 5 CONCLUSION AND RECOMMENDATIONS.....		74
5.0	Introduction.....	74
5.1	Recapitulation of the Research.....	74
5.2	Discussion	76

5.2.1	To determine the level of turnover intention among the employees in commercial banking industry in Kuala Lumpur.....	76
5.2.2	To examine the relationship between Job Satisfaction and Employee Turnover Intention in the commercial banking sector in Kuala Lumpur.....	76
5.2.3	To examine the relationship between Empowerment and Employee Turnover Intention in the commercial banking sector in Kuala Lumpur.....	77
5.2.4	To examine the relationship between Job Stress and Employee Turnover Intention in the commercial banking sector in Kuala Lumpur.....	78
5.2.5	To examine the relationship of External Job Opportunity and Employee Turnover Intention in the commercial banking sector in Kuala Lumpur.....	78
5.2.6	To examine the effect of Employee Turnover Intention among the employees in commercial banking industry in Kuala Lumpur.....	79
5.3	Managerial Implications Of The Study.....	79
5.3.1	Job Satisfaction.....	79
5.3.2	Job Stress.....	80
5.4	Limitation Of The Study.....	81
5.5	Recommendations.....	82
5.6	Conclusion.....	82
REFERENCES.....		85
APPENDICES A: PERMISSION FOR DATA COLLECTION.....		99
APPENDICES B:.....		100




 Universiti Utara Malaysia

LIST OF TABLES

Table 3.1:	Cronbach's Coefficient Alpha Reliability Testing	39
Table 3.2	Results of the Reliability Analysis from the pilot study	42
Table 3.3	List of Commercial Banks in Malaysia	43
Table 4.1	Tolerance Value and Variance Inflated Factor	53
Table 4.2	KMO and Bartlett's Test	55
Table 4.3	Total Variance Explained.....	56
Table 4.4	Updated Variance Explained.....	57
Table 4.5	Rotated Component Matrix (a)	59
Table 4.6	Reliability of the Measurement Instruments	61
Table 4.7	Respondents background	62
Table 4.8	The level of variables	64
Table 4.9	Means score for variables.....	65
Table 4.10	The measurement scale of Correlation coefficient (r).....	65
Table 4.11	Pearson Correlations between Job Satisfaction and Turnover Intention)	66
Table 4.12	Pearson Correlations between Empowerment and Turnover Intention	67
Table 4.13	Pearson Correlation between Job Stress and Turnover Intention	68
Table 4.14	Pearson Correlations between External Job Opportunity and Turnover Intention	69
Table 4.15	Model summary of Independent variables.....	70
Table 4.16	Anova (b) of Independent Variables	70
Table 4.17	Coefficients (a) of Independent Variables	71
Table 4.18	Summary of the research Hypotheses	71

LIST OF FIGURES

Figure 2.1:	Measurement of Turnover.....	14
Figure 2.2:	Types of Employee Turnover	16
Figure 2.3:	Basic expectancy model.....	32
Figure 2.4	Frederic Hertzberg's two factor theory.....	33
Figure 3.1	Relationship between independent and dependent variable.....	34
Figure 4.1	Histogram residual plots	51
Figure 4.2	Normal Probability Scatter Plot	52
Figure 4.3	Residual Scatter Plot	54
Figure 4.4	Scree Plot for the Dependent Variable.....	58



UUM
Universiti Utara Malaysia

CHAPTER 1

INTRODUCTION

1.0 Background of Study

The majority, if not all organizations throughout the globe, not exempting advanced industrial organizations will invariably at one time or another experience high employee turnover intention (Tariq & Riaz, 2013). It is imperative that the organization ascertain and evaluate the impact of employee turnover intention on the organization. Abbasi and Hollman (2000) indicated that too many episodes of employee turnover intention will inevitably increase the probability of hindrance of their efforts to successfully achieve organizational objectives. Intention to turnover is defined as one's behavioral attitude to withdraw from the organization where as turnover is considered to be the actual separation from the organization. Meta-analytical reviews of Tett and Meyer, (1993) indicated that attitudes are good predictors of behavior (Böckermann & Ilmakunnas, 2004). Employees tend to leave an organization for a multitude of reasons including but not limited to greener pastures compounded with better remuneration and benefits, want or complete lack of motivation in the current organization, occupational stress and an unhealthy working environment for example office politics etc (Gustafson, 2002). Albeit these may be contributory to high employee turnover intention for an organization, the ultimate goal of any organization would be to best attempt to retain their employees with a view to accomplish higher productivity. It is therefore trite that managing

The contents of
the thesis is for
internal user
only

REFERENCES

- A.Cohen & R Golan (2007). Predicting absenteeism and turnover intentions by past absenteeism and work attitudes An empirical examination of female employees in long term nursing care facilities
- Abbasi, S., & Hollman, K. (2000). Turnover: The real bottom line. *Public personnel management*, 29, 333-342
- Abushaikha, L., and Sheil, E.P. (2006). Labor stress and nursing support: How do they relate? *Journal of International Women's Studies*, 7(4), 198-208.
- Adams, J.S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (pp. 267-299). New York: Academic Press.
- Ahmad, S. Z. (2012). The internationalisation of Malaysian-based multinational banks: journey towards globalisation. *Asia-Pacific Journal of Business Administration*, 40(1), 58-81. DOI 10.1108/17574321211207971
- Ahmadi, F. (2011). Relationship between professional ethics and organizational commitment. *International Journal of Learning and Development*, 1, 178 - 190.
- Ahmed, H. & Rafiq H. (2003). *Marketing Principles and Perspectives*. (3rd ed.). New York: Mc Graw Hill.
- Ahmad, S. Z. (2013). Slow growth or rapid internationalization in emerging markets: The case of Maybank Berhad. *Global Business and Organizational Excellence*, 40(1), 19-39.
- Akir, O. and Othman, M. (2010). 2.2 Research conceptual framework and hypotheses. p.3.
- Akmal, M. S. (2008). Technical Efficiency of banking sector in Pakistan. *State Bank of Pakistan Research Bulletin*, 38 (6), pp. 59-82.
- Alabar, T. T., & Abubakar, H. S. (2013). Impact Of Employee Empowerment on Service Quality-An Empirical Analysis of The Nigerian Banking Industry. *British Journal of Marketing Studies*, 1(4), 32-40.
- Aladwan, K., Bhanugopan, R., & Fish, A. (2013). Why do employees jump ship? Examining intent to quit employment in a non-western cultural context. *Employee Relations*, 35(4), 408-422.
- Albrecht, S. L. (2012). The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance: Test of a model. *International Journal of Manpower*, 33(7), 840-853.

- Alidade MER, (2014). *Organizational Development to Improve Employee Satisfaction - Alidade MER*. [online] Available at: <<http://alidade-mer.com/organizational-performance/>> .
- Alves, M. G. D. M., Chor, D., Faerstein, E., Lopes, C. D. S., & Werneck, G. L. (2004). Short version of the " job stress scale": a Portuguese-language adaptation. *Revista de Saúde Pública*, 38(2), 164-171.
- Amat Taap, M., Choy Chong, S., Kumar, M., & Kee Fong, T. (2011). Measuring service quality of conventional and Islamic banks: a comparative analysis. *International Journal of Quality & Reliability Management*, 28(8), 822-840.
- Ameer, R. (2008). Product market competition, regulation and dividend payout policy of Malaysian banks. *Journal of Financial Regulation and Compliance*, 16(4), 318-334.
- Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., & Robson, M. (2010). The impact of environmental factors on nursing stress, job satisfaction, and turnover intention. *The Journal of nursing administration*, 40, 323.
- Bank Negara Malaysia. (2001). Annual Report. Kuala Lumpur.
- Babalola, O., Gbadegesin, A. and Patience, E. (2013). The Place of Job Stress in Labour Turnover of the Banking Sector in the Nigerian Economy. *International Journal of Business and Management Invention*, 2 (1), p. 93.
- Baiyu, L. I. U. *The Study on Employee Turnover Management*
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191-21.
- Barrick, M. R., & Zimmerman, R. D. (2005). Reducing voluntary, avoidable turnover through selection. *Journal of Applied Psychology*, 90(1), 159.
- Bernstein, D. A. & Nash, P. W.(2008). *Essentials psychology(4th ed.)* . Boston: Cengage Learning.<http://books.google.com/books/>
- Bhuiyan S. N., & Menguc B. (2002). Evaluation of Job Characteristics, Organizational Commitment and Job Satisfaction in an Expatriate, Guest Worker, Sales Setting. *Journal of Personal Selling and Sales Management*, 22, 1-12.
- Blake, R. (2006). Employee Retention: What Employee Turnover Really Costs Your Company. [Online] WebProNews. Available at: <<http://www.webpronews.com/employee-retention-what-employee-turnover-really-costs-your-company-2006-07>> .

- Bluedorn AC (1982). "A unified model of turnover from organizations", *Hum. Relat.* 35: 135-153.
- Bradburn, N., Sudman, S., Blair, E., & Locander, W. (1992). Improving interview method and questionnaire design: Response effects to threatening questions in survey research.
- Broadhurst, K., Holt, K., & Doherty, P. (2012). Accomplishing Parental Engagement In Child Protection Practice?: A Qualitative Analysis Of Parent-Professional Interaction In Pre-Proceedings Work Under The Public Law Outline. *Qualitative Social Work*, 11(5), 517–534. <https://doi.org/10.1177/1473325011401471>.
- Brown, D. R.; Harvey, D. 2006. An experimental approach to organizational development. 7th ed. Delhi, India: Dorling Kindersley (India) Pvt. Ltd.
- Bockerman, P., & Ilmakunnas, P. (2004). Job disamenities, job satisfaction, and on-the-job search: is there a nexus?
- Carless, S. A. (2004). Does psychological empowerment mediate the relationship between psychological climate and job satisfaction?. *Journal of Business and Psychology*, 18(4), 405-425.
- Central Bank Malaysia, (2014). Bank Negara Malaysia Financial Stability and Payment Systems Report 2013.
- Chen, M. F., Lin, C. P., & Lien, G. Y. (2011). Modelling job stress as a mediating role in predicting turnover intention. *The Service Industries Journal*, 31(8), 1327-1345.
- Choudhury, A., & Giri, D. V. (2013). Employee empowerment: the Rourkela steel plant experience. *Indian Journal of Industrial Relations*, 48(4), 634-651.
- Coakes, S. J., & Ong, C. (2011). SPSS: analysis without anguish; version 18.0 for Windows. John Wiley & Sons Australia.
- Cohen, J. and Cohen, P (1988), *Applied Multiple Regression/Correlation Analysis of the Behavior Science*, 3rd ed., Lawrence Erlbaum Associates, Hillsdale, NJ.
- Collins, K., Onwuegbuzie, A. and Jiao, Q. (2007). A Mixed Methods Investigation of Mixed Methods Sampling Designs in Social and Health Science Research. *Journal of Mixed Methods Research*, 1(3), pp.267-294.
- Cooper-Hakim, A., & Viswesvaran, C. (2005). The construct of work commitment: testing an integrative framework.
- Cooper, C. L., & Dewe, P. J. (2008). *Stress: A brief history*. John Wiley & Sons.

- Cote, S. & Morgan, L.M. (2002). A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behaviour*, 23(8), pp. 947-962.
- Creswell, J. (2003). *Research design*. 2nd ed. Thousand Oaks, Calif.: Sage Publications.
- Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160.
- Crossman, A. (2003). The relationships of age and length of service with job satisfaction: An examination of hotel employees in Thailand. *Managerial Psychology*, 18, 745-758
- Dardar, A., Jusoh, A. and Rasli, A. (2012). The impact of job training, job satisfaction and alternative job opportunities on job turnover in Libyan oil companies. *Procedia-Social and Behavioral Sciences*, 40, p.390.
- Dawal, S.Z., Taha, Z., & Ismail, Z. (2009). Effect of job organization on job satisfaction among shop floor employees in automotive industries in Malaysia. *International Journal of Industrial Ergonomics*. 39, 1-6.
- Deery, M. (2008). Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20(7), 792-806.
- Demirci, M. K., & Erbas, A. (2010). Employee empowerment and its effect on organizational performance.
- De Cuyper, N., De Witte, H., Krausz, M., Mohr, G., & Rigotti, T. (2010). Individual and organizational outcomes of employment contracts. In D. E. Guest, K. Isaksson, & H. De Witte (Eds.), *Employment contracts, psychological contracts, and employee well-being*, (pp. 65-87). Oxford, UK: Oxford University Press.
- Durai, P. 2010. *Human resource management*. Noida, India:Dorling Kindersley (India) Pvt. Ltd.
- Ebriringa, O.T. (2011). Benchmarking Incidence of Distress in the Nigerian Banking Industry on Altman Scale. *Serbian Journal of Management*, 6(2), 221-230 doi:10.5937/sjm1102221E.
- Fevre, M. L., Matheny, J. and Kolt, G. S. (2003), "Eustress, distress, and interpretation in occupational stress", *Journal of Managerial Psychology*, Vol. 18 No. 7, pp. 726-744.
- Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit?. *Journal of managerial psychology*, 19(2), 170-187.

- Firth, L., Mellor, D., Moore, K. and Loquet, C. (2007). How can managers reduce employee intention to quit?. *Journal of Managerial Psych*, 19(2), pp.170-187.
- Ghasemi A, Zahediasl S. Normality Tests for Statistical Analysis: A Guide for Non-Statisticians. Int J Endocrinol Metab. 2012
- Gill, R. 2011. Theory and practice of leadership. 2nd ed. London: Sage Publications Ltd.
- Giga, S. I., & Hoel, H. (2003). Violence and stress at work in financial services. International Labour Organisation, Geneva.
- Griffeth, Hom & Gaertner (2000). Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium
- Gustafson, C. (2002). Employee turnover: a study of private clubs in the USA. *International Journal of Contemporary Hospitality Management*, 14(3), pp.107 - 113, Available at: Emerald Group Publishing Limited .
- H.G. Rainey and M.P. Sung, “Antecedents, mediators, and consequences of affective, normative, and continuance commitment. Empirical tests of commitment effects in federal agencies”, Sage Journals, vol. 27, no. 3, pp. 197-226, 2007
- Hackman, J.R., & Oldham, G.R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279;
- Hair Jr, J. F., Babin, B., Money, A. H., & Samouel, P. (2003). *Essentials of Business Research Methods*: Johns Wiley & Sons. Inc., United States of America.
- Hair, J.F., Black, W.C., Babin, B.J., Anderson, R., & Thatham, R.L. (2006). *Multivariate Data Analysis* (6th edition). Upper Saddle River, NJ: Prentice- Hall.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis*. Vectors. <https://doi.org/10.1016/J.Ijpharm.2011.02.019>.
- Han, G.H., & Jekel, M. (2011). The mediating role of job satisfaction between leader-member exchange and turnover intentions. *Journal of Nursing Management*, 19, 41–49.
- Hanif, A., Khalid, W. and Khan, T. (2013). Relating Maslow’s Hierarchy of Needs with Employee Turnover and Retention: Case Study of Local Telco. *International Journal of Human Resource Studies*, 3(2), pp.53 – 58.
- Hayes, B.E. (1994), “How to measure empowerment”, *Quality Progress*, February, pp. 68 – 78.

- Heit, E. and Rotello, C. (2010). Relations between inductive reasoning and deductive reasoning. *Journal of Experimental Psychology: Learning, Memory, and Cognition*, 36(3), pp.805-812.
- Herzberg, F. (1965). The motivation to work among Finnish supervisors. *Personnel Psychology*, 18(4), pp. 393-402.
- Herzberg, F. (1968). One more time: how do you motivate employees? *Harvard Business Review*, pp.52 -62.
- Hewitt Associates Reports Fiscal 2010 Third Quarter Results
www.businesswire.com/news/.../Hewitt-Associates-Reports-Fiscal-2010-Quarter-Result.
- Hewitt Associates Reports 2009 First Quarter Results
<https://www.gurufocus.com/news/48243/hewitt-associates-reports-2009-first-quarter-results>
- Humborstad, S. I. W., & Perry, C. (2011). Employee empowerment, job satisfaction and organizational commitment: An in-depth empirical investigation. *Chinese Management Studies*, 5(3), 325-344.
- Hypothesis Development and Data Interpretation. (2014). *Studies in Managerial and Financial Accounting*, [online] pp.63-73. Available at: [http://dx.doi.org/10.1108/s1479-3512\(2013\)0000027010](http://dx.doi.org/10.1108/s1479-3512(2013)0000027010).
- Ing-San H. & Jyh-Huei K. 2006. 'Effects of Job Satisfaction and Perceived Alternative Employment Opportunities on Turnover Intention – An Examination of Public Sector Organizations', *Journal of American Academy of Business*, Cambridge. Vol. 8, Issue 2, pp. 254-269.
- Ingram, D. (2014). *Motivation Theories & Employee Turnover*. [online] Small Business - Chron.com. Available at: <http://smallbusiness.chron.com/motivation-theories-employee-turnover-11785.html>].
- Ismail, F., Shabri Abd. Majid, M., & Rahim, R. A. (2013). Efficiency of Islamic and conventional banks in Malaysia. *Journal of Financial Reporting and Accounting*, 11(1), 92-107.
- Jaffari, A. R., Aziz, J., Hussain, Z., Akhtar, N., & Ur-Rehman, K. (2011). Prime and sub-prime factors of employee'voluntary turnover in boom phase of industry: Empirical evidence from banking sector of Pakistan. *African Journal of Business Management*, 5(15), 6408.
- James L. Price, "Reflections on the determinants of voluntary turnover", *International Journal of Manpower*, (2001) Vol. 22 Iss: 7, pp.600 – 624

- Jamshed, N., Lee, Z. E., & Olden, K. W. (2011). Diagnostic approach to chronic constipation in adults. *American family physician*, 84(3), 299
- Jasper, M. (2005). Editorial. Keeping our staff—the links between job satisfaction, recruitment and retention. *J. Nursing Management*, 13, pp. 279-281.
- Jerome, N. (2013). Application of the Maslow's hierarchy of need theory; impacts and implications on organizational culture, human resource and employee's performance. *International Journal of Business and Management Invention*, pp. 40 – 44.
- Johari, J., Yean, T., Adnan, Z., Yahya, K. and Ahmad, M. (2012). Promoting Employee Intention to Stay: Do Human Resource Management Practices Matter?. *Int. Journal of Economics and Management*, 6(2), pp.396 – 411.
- Johnson, J. T., Griffeth, R. W., & Griffin, M. (2000). Factors discriminating functional and dysfunctional salesforce turnover. *Journal of business & industrial marketing*, 15(6), 399-415.
- Kaur, A. (2013). Maslow's Need Hierarchy Theory: Applications and Criticisms. *Global Journal of Management and Business Studies*, 3(10), 1061-1064.
- Kavanagh, J. (2005). Stress and Performance A Review of the Literature and its Applicability to the Military. RAND CORP SANTA MONICA CA.
- Kazlauskaitė, R., Buciušienė, I., & Turauskas, L. (2006). Building employee commitment in the hospitality industry. *Baltic Journal of Management*, 1(3), 300-314.
- Keni, Rajendran Muthuveloo, Teoh, A.P. and Rubiah Ab Rahman, 2013. Turnover intention trend among commercial banks in Penang, Malaysia. *International Conference on Entrepreneurship and Business Management*, pp: 21-22
- Keni., Muthuveloo, R., Ping, T., and Rahman, R.. (2013). Turnover Intention Trend among Commercial Banks in Penang, Malaysia. *International Conference on Entrepreneurship and Business Management*, 21 (22), p. 11.
- Khatri, N., P. Budhwar and C.T. Fern, 2001. Explaining Employee Turnover in an Asian Context. *Human Resource Management Journal*, 11:54-74.
- King, Z. (2010). New or traditional careers? A study of UK graduates' preferences. *Human Resource Management Journal*, 13(1), pp. 5-26.
- Kinicki, A.J., Schriesheim, C.A., Mckee-Ryan, F.M., & Carson, K.P. (2002). Assessing the Construct Validity of the Job Descriptive Index: A review and meta-analysis. *Journal of Applied Psychology*, 87(1), 14-32.

- Kotelnikov, V. (2000). Effective Reward Systems Increasing Performance and Creating Happy Employees
- Kreitner, R. and Kinicki, A. (2007), Organizational Behavior, McGraw-Hill, New York, NY;
- Krejcie, R., & Morgan, D. (1970). Determining sample size for research activities. *Educ Psychol Meas.*
- Kuei, C., & Madu, C.N. (2001). Identifying critical success factors for supply chain quality management. *Asia Pacific Management Review*, 6(4), 409-423.
- Lam, T., Baum, T., & Pine, R. (2003). Subjective norms: Effects on Job Satisfaction. *Annals of Tourism Research*, 30(1), 160-177. [http://dx.doi.org/10.1016/S0160-7383\(02\)00047-6](http://dx.doi.org/10.1016/S0160-7383(02)00047-6)
- Landy, F.J. (1978). An opponent process theory of job satisfaction. *Journal of Applied Psychology*, 63, 533-547.
- Le Fevre, M., Matheny, J., & Kolt, G. S. (2003). Eustress, distress, and interpretation in occupational stress. *Journal of Managerial psychology*, 18(7), 726-744.
- Lee, C., Huang, S. and Zhao, C. (2012). A study on factors affecting turnover intention of hotel employees. *Asian Economic and Financial Review*, 2(7), pp.866-875.
- Leka, S., Griffiths, A., & Cox, T. (2004). Work organization and stress: Systematic problem approaches for employers, managers and trade union representatives (Vol. 3). OMS.
- Lietz, P. (2010). Research into questionnaire design: a summary of the literature. *International Journal of Market Research*, 52(2), p.249.
- Locke, E.A. (1969). What is job satisfaction? *OB and Human Performance*, 4, 309-336.
- Locke, E.A. (1976). Nature and causes of job satisfaction. In: Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology* (pp. 1297-1349). Chicago: Rand McNally.
- Logan, M. S., & Ganster, D. C. (2005). An experimental evaluation of a control intervention to alleviate job-related stress. *Journal of Management*, 31(1), 90-107.
- Looy, B.V., Gemmel, P., & Van Dierdonck, R. (2003). *Service Management : An Integrated Approach*. (2nd ed.). Singapore: Mc-Graw hill.
- Lunenburg, F. (2011). Expectancy theory of motivation: Motivating by altering expectations. *International Journal of Management, Business, and Administration*, 15(1), pp.1--6.

- MacIntosh, E. W., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, 13(2), 106-117. <http://dx.doi.org/10.1016/j.smr.2009.04.006>
- Malaysian Statistics Department, 2014
- Malik, M., Danish, R. and Munir, Y. (2012). The impact of pay and promotion on job satisfaction: Evidence from higher education institutes of Pakistan. *American Journal of Economics*, p.6.
- Mano-Negrin, R., & Tzafrir, S. S. (2004). Job search modes and turnover. *Career development international*, 9(5), 442-458.
- Martins, N., & Coetzee, M. (2007). Organisational culture, employee satisfaction, perceived leader emotional competency and personality type: An exploratory study in a South African engineering company. *SA Journal of Human Resource Management*, 5(2), 20.
- Martin, M. J. (2011). Influence of Human Resource Practices on Employee Intention to Quit. Virginia Polytechnic Institute and State University.
- Maslow, A.H. (1943). A theory of human motivation. *Psychological Review*, 50, 370-396.
- McNall, L., Masuda, A. and Nicklin, J. (2009). Flexible work arrangements, job satisfaction, and turnover intentions: The mediating role of work-to-family enrichment. *The Journal of Psychology*, 144(1), pp.61 – 78.
- Menon, S. (2001). Employee empowerment: An integrative psychological approach. *Applied Psychology*, 50(1), 153-180.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20–52.
- Michailova, S. (2002). When common sense becomes uncommon: participation and empowerment in Russian companies with Western participation. *Journal of World Business*, 37(3), 180-187.
- Moen, P., Kelly, E. and Hill, R. (2011). Does enhancing work-time control and flexibility reduce turnover? A naturally occurring experiment. *Social problems*, 58(1), p.69.
- Mohammed, N. and Jalil, S. (2011). Review of Malaysian Retail Banking Market: An Industrial Organizational Perspective. *Prosiding Persidangan Kebangsaan Ekonomi Malaysia*, 4(1), pp.546 – 553.

- Mokhlis, S., Salleh, H. S., & Mat, N. H. N. (2009). Commercial bank selection: Comparison between single and multiple bank users in Malaysia. *International Journal of Economics and Finance*, 1(2), 263.
- Monsen, K., Westra, B., Yu, F., Ramadoss, V. and Kerr, M. (2009). Data management for intervention effectiveness research: Comparing deductive and inductive approaches. *Res. Nurs. Health*, 32(6), pp.647-656.
- Moore, J. E. (2000). One road to turnover: An examination of work exhaustion in technology professionals. *Mis Quarterly*, 141-168.
- Negrin, M. and Tzafirir, S. (2004). Job search modes and turnover. *Career development international*, 9(5), pp. 453, Available at: Emerald Group Publishing Limited
- Newstrom, J. (2011). *Organizational Behavior: Human Behavior at Work*. 13th ed. New York: McGraw-Hill/Irwin.
- Newstrom, J. W. (2008). *Comportamento Organizacional – O Comportamento Humano no Trabalho*. São Paulo: McGraw-Hill
- Nguyen, A., Taylor, J., & Bradley, S. (2003). Relative pay and job satisfaction: some new evidence.
- Nimon, S. (2010). Generation Y and Higher Education. *Journal of Managerial Psychology*, 23 (8), pp.891 – 906.
- Ongori, H. (2007). A review of the literature on employee turnover. *African Journal of Business Management* pp. 049 – 050, Available at: <<http://www.academicjournals.org/ajbm>> .
- Ongori, H. 2009. Managing behind the scenes: a viewpoint on employee empowerment, *African Journal of Business Management* 3(1): 9–15.
- Opkara Jo (2002). The Impact Of Salary Differential On Managerial Job Satisfaction. A Study Of The Gender Gap And Its Implications For Management Education And Practice In A Developing Economy. *J. Bus. Dev. Nation*, 65-92
- Park, J.S., & Kim, T.H. (2009). Do types of organization culture matter in nurse job satisfaction and turnover intentions? *Leadership in Health Services*, 22(2), 20-38.
- Piaw, C. (2012). *Mastering research methods*. Kuala Lumpur: McGraw-Hill Education.
- Porter, L.W, & Lawler, E.E. (1968). *Managerial attitudes and performance*. Homewood, IL: Richard D. Irwin, Inc

- Porter, L.W., Steers, R.M., Mowday, T.T and Boulian, P.V. (1974), Organizational commitment job satisfaction and turnover among psychiatric technicians”, *Journal of Applied Psychology*, 65(2), p.150-160.
- Price, J. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22(7), p.600.
- Rashid Ameer, (2008) "Product market competition, regulation and dividend payout policy of Malaysian banks", *Journal of Financial Regulation and Compliance*, Vol. 16 Issue: 4, pp.318-334, <https://doi.org/10.1108/13581980810918396>
- Ripper, B. (2014). *The big, bad boss: Poor management costly* | *The Business Times*. [online] [Thebusinesstimes.com](http://thebusinesstimes.com/the-big-bad-boss-poor-management-costly/). Available at: <<http://thebusinesstimes.com/the-big-bad-boss-poor-management-costly/>>].
- Rizwan, M., & Mukhtar, A. (2014). Preceding to employee satisfaction and turnover intention. *International Journal of Human Resource Studies*, 4(3), 87.
- Robert, C., Probst, T. M., Martocchio, J. J., Drasgow, F., & Lawler, J. J. (2000). Empowerment and continuous improvement in the United States, Mexico, Poland, and India: predicting fit on the basis of the dimensions of power distance and individualism. *Journal of Applied Psychology*, 85(5), 643.
- Rothmann, S., & Coetzer, E. (2002). The relationship between personality dimensions and job satisfaction. *Business Dynamics*, 11(1), 29-42.
- Robinson, R. N. S., & Beesley, L. G. (2010). Linkages between creativity and intention to quit: An occupational study of chefs. *Tourism Management*, 31(6), 765-776. <http://dx.doi.org/10.1016/j.tourman.2009.08.003>
- Robson, C., & McCartan, K. (2016). *Real world research*. John Wiley & Sons.
- S.L. Peterson (2006), “Managerial turnover in US retail organizations”, *Journal of Management Development*, vol. 26, no. 8, p.p. 770-789,
- Sachau, D. (2007). Resurrecting the motivation-hygiene theory: Herzberg and the positive psychology movement. *Human Resource Development Review*, 6(4), pp. 377-393.
- Salleh, Nair, and Harun (2012), *Job Satisfaction, Organizational Commitment, and Turnover Intention: A Case Study on Employees of a Retail Company in Malaysia*
- Sattar, S. and Ahmed, S. (2014). Factors Effecting Employee Turnover in Banking Sector. *Developing Country Studies*, 4(3), pp.110 – 112.
- Seashore, S.E., Lawler, E.E., Mirvis, P.H. and Cammann, C (1982). *Observing and Measuring Organizational Change: A guide to Field Practice*, Wiley, New York, NY.

- Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill-building approach*. Fourth edition. John Wiley and Sons, New York.
- Selden, S., Schimmoeller, L., & Thompson, R. (2013). The influence of high performance work systems on voluntary turnover of new hires in US state governments. *Personnel Review*, 42(3), 300-323.
- Shahzad, K., Rehman, U., Shad, I., Gul, A. and Khan, M. (2011). Work-Life Policies and Job Stress as Determinants of Turnover Intentions of Customer Service Representatives in Pakistan. *European Journal of Social Sciences*, 19(3), p.405.
- Shamsuzzoha, A. and Shumon, M. (2007). Employee Turnover- a Study of its Causes and Effects to Different Industries in Bangladesh. *Manufacturing Engineering/ Vyrobné Inžinierstvo*, 6(3), pp.64 – 68.
- Shaw, J. D. (2011). Turnover rates and organizational performance: Review, critique and research agenda. *Organizational Psychology Review*, 1(3): 187-213.
- Shukla, S. and Sinha, A. (2013). Employee Turnover in banking sector: Empirical evidence. *IOSR Journal of Humanities and Social Science*, 11(5), pp.57 – 61.
- Siu, O.L. (2002), “Predictors of job satisfaction and absenteeism in two samples of Hong Kong nurses”, *Journal of Advanced Nursing*, Vol. 40, pp. 218-29.
- Spatz, D (2000). Team Building: Contact Management and Customer Loyalty. *Journal of Financial Services Marketing*, 8(1), August, p. 71.
- Spector, P.E. (2003). *Industrial and organizational psychology: Research and practice*. New York: Wiley.
- Stone, P. (2007). *Opting out?*. Berkeley: University of California Press.
- Stovel, M., & Bontis, N. (2002). Voluntary turnover: knowledge management-friend or foe?. *Journal of intellectual Capital*, 3(3), 303-322.
- Suresh, K., Thomas, S. and Suresh, G. (2011). Design, data analysis and sampling techniques for clinical research. *Annals of Indian Academy of Neurology*, 14(4), pp. 287-290.
- Sufian, F., & Habibullah, M. S. (2013). Financial sector consolidation and competition in Malaysia: An application of the Panzar-Rosse method. *Journal of Economic Studies*, 40(3), 390-410. DOI 10.1108/01443581311283970.
- Sufian, F. (2004). The efficiency effects of bank mergers and acquisitions in a developing economy: Evidence from Malaysia. *International Journal of Applied Econometrics and Quantitative Studies*, 1(4), 53-74.

- Shanmugam, B. & Nair, M. (2004). Mergers and acquisitions of banks in Malaysia. *Managerial Finance*, 30(4), 1-18.
- T. Timothy, Alabar & Abubakar, Hadiza Saidu (2013). Impact of Employee Empowerment On Service Quality- An Empirical Analysis of the Nigerian Banking Industry. Vol.1, No.4, pp.32-40, December 2013 Published by European Centre for Research Training and Development UK
- Tabachnick, B. G., & Fidell, L. S. (2012). *Using multivariate statistics* (6th ed.). New York: Harper and Row.
- Taing, M. U., Granger, B. P., Groff, K. W., Jackson, E. M., & Johnson, R. E. (2011). The multidimensional nature of continuance commitment: Commitment owing to economic exchanges versus lack of employment alternatives. *Journal of Business and Psychology*, 26(3), 269-284.
- Tan, T. H., & Waheed, A. (2011). Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: The mediating effect of love of money.
- Tariq, M. and Riaz, M. (2013). The Impact of employee turnover on the efficiency of the organisation. *Interdisciplinary Journal of contemporary research in business*, 4(9), pp.700 - 701. theSun, (2014). What keeps employees happy, p.11.
- Tella, A., Ayeni, C. O., & Popoola, S. O. (2007). Work motivation, job satisfaction, and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library Philosophy and Practice* (e-journal), 118.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel psychology*, 46(2), 259-293.
- Thilakasiri, T. (2011). *Importance of maintaining a sound employer-employee relationship* | *DailyFT - Be Empowered*. [online] Ft.lk. Available at: <<http://www.ft.lk/2011/02/04/importance-of-maintaining-a-sound-employer-employee-relationship/>> [Accessed 21 Jan. 2015].
- Timms, C., Brough, P., O'Driscoll, M., Kalliath, T., Siu, O., Sit, C. and Lo, D. (2014). Flexible work arrangements, work engagement, turnover intentions and psychological health. *Asia Pacific Journal of Human Resources*.
- Towers Watson, (2013). Higher turnover rate in Malaysian Financial Services industry, *Towers Watson Survey Finds*. [Online] Available at: <<http://www.towerswatson.com/en-MY/Press/2013/10/Higher-turnover-rate-in-Malaysian-Financial-Services-industry>>.

- Trochim, W. (2006). *Deduction & Induction*. [online] Socialresearchmethods.net. Available at: <<http://www.socialresearchmethods.net/kb/dedind.php>>
- oom, V. H. (1964). *Work and motivation*. New York: Wiley.
- Vroom V.H (1964). *Work and Motivation*. New York: Wiley.
- Williams, E.T., Pathman, D., Linzer, M., McMurray, J., & Gerrity, M (2001). Understanding physicians' intention to withdraw from practice: the role of job satisfaction, job stress, mental and physical health. *Health Care Management Review*, 26, 7-19.
- Yahaya, A., Yahaya, N., Arshad, K., Ismail, J. and Jaalam, S. (2009). Occupational stress and its effects towards the organization management. *Journal of Social Sciences*, (5 (4):), pp.391.
- Zalenski, R. and Raspa, R. (2006). Maslow's hierarchy of needs: a framework for achieving human potential in hospice. *Journal of palliative medicine*, 9(5), pp.1120--1126.
- Zhang, G., & Lee, G. (2010). The moderation effects of perceptions of organizational politics on the relationship between work stress and turnover intention: An empirical study about civilian in skeleton government of China. *I-Business*, 2(3), 268.
- Zhao, W. and Zhou, X. (2008). Intraorganizational career advancement and voluntary turnover in a multinational bank in Taiwan. *Career Development International*, 13(5), pp.404, Available at: Emerald Group Publishing.
- Zikmund, W.G. (2003) *Business Research Methods*, (7th edn), Thompson South-Western: Ohio

APPENDICES A:

PERMISSION FOR DATA COLLECTION



UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 KUALA LUMPUR
MALAYSIA



Tel: 603-2610 3000
Faks (Fax): 603-2694 9228
Laman Web (Web): <http://uumkl.uum.edu.my>

"MUAFAKAT KEDAH"

Our Ref : UUM/UUMKL/P-39/133
Date : 15th December 2016

AMBANK GROUP

Menara AmBank, Level 42
Jalan Yap Kwan Seng
50450 Kuala Lumpur

COLLECTION OF DATA FOR RESEARCH PURPOSES

We are pleased to inform you that the following individual is UUM Kuala Lumpur student who is presently pursuing his Master of Science Management. She is required to collect data from your organization as a requirement for the BPMZ69912 Research Paper courses that she is pursuing this semester.

No.	Name	Matric No.	I/D No.
1.	Doreen Shamala A/P Antonio Merino	818829	730217145070

Since she has chosen your organization as her assignment, we would be most grateful if you could render all assistance to her to carry out the project successfully.

Please be informed that the data collected is purely for academic purposes and we assure you that all information or data will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"SCHOLARSHIP, VIRTUE AND SERVICE"

Sincerely yours,

NUR AFIQAH BINTI ABU BAKAR
Assistant Director
UniversitiUtara Malaysia
Kuala Lumpur (UUMKL)

Universiti Pengurusan Terkemuka
The Eminent Management University



APPENDICES B:

QUESTIONNAIRE

SECTION (A)

Demographic Details

Please circle each response that is correct for you.

1. Gender : **A. Male**
B. Female
2. Age : **A. Younger than 25**
B. 25 - 35
C. 36 - 45
D. 46 and above
3. Marital Status : **A. Single**
B. Married
C. Separated
D. Divorced
4. Highest academic qualifications:
A. High School Certificates
B. Diploma
C. Degree
D. Masters
E. Others, please specify : _____
5. Number of years working within present company
A. 2 years and below
B. 3 - 5 years
C. 6 - 10 years
D. 11 years and above
6. Current position with the organization : _____ **(please specify)**

SECTION (B)

I have some questions about the **General Perspectives of the Employee's Turnover Intention in the Banking Sector in Kuala Lumpur**. Please indicate the degree of satisfaction with each statement by entering into the box the appropriate number / or tick (√) a box on each line based on the following scales :

- 1 = strongly disagree**
- 2 = disagree**
- 3 = slightly disagree**
- 4 = neither agree nor disagree**
- 5 = slightly agree**
- 6 = agree**
- 7 = strongly agree**

Turnover Intention								
Statements		Scores						
		1	2	3	4	5	6	7
1	I often think about quitting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	It is likely that I will actively look for a new job next year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I often think of changing my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I am very likely to stay in this Organization for the next five years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	For me, this is the best of all possible organization to work for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I will not give up on this company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION (C)

I have some questions about the factors, **Job Satisfaction, Empowerment, Job Stress and External Job Opportunity** which may lead to Employees Turnover in the Banking Sector in Kuala Lumpur. Please indicate the degree of satisfaction with each statement by entering into the box the appropriate number / or tick (✓) a box on each line based on the following scales :

- 1 = strongly disagree**
- 2 = disagree**
- 3 = slightly disagree**
- 4 = neutral**
- 5 = slightly agree**
- 6 = agree**
- 7 = strongly agree**

Job Satisfaction								
Statements		Scores						
		1	2	3	4	5	6	7
1	I am satisfied with my current job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The working environment is suitable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I am extremely glad that I chose this company to work for, over the other organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	The work I contribute is appreciated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I believe those that do well on the job have fair chances of being promoted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I am satisfied with the salary increment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	I get the necessary support from my leaders.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	It is possible to get promoted fast in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the degree of agreement with each statement by entering into the box the appropriate number / or tick (✓) a box on each line based on the following scales :

- 1 = strongly disagree**
- 2 = disagree**
- 3 = slightly disagree**
- 4 = neutral**
- 5 = slightly agree**
- 6 = agree**
- 7 = strongly agree**

Empowerment								
Statements		Scores						
		1	2	3	4	5	6	7
1	I am allowed to do almost anything to solve the customer's problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I have the authority to correct the problems when they occur.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	I am allowed to be creative when I deal with problems at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I do not have to go through a lot of red tape to change things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	I have a lot of control over how I do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I do not need to get management's approval before I handle problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	I have a lot of responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the degree of satisfaction with each statement by entering into the box the appropriate number / or tick (✓) a box on each line based on the following scales:

- 1 = strongly disagree**
- 2 = disagree**
- 3 = slightly disagree**
- 4 = neutral**
- 5 = slightly agree**
- 6 = agree**
- 7 = strongly agree**

Job Stress								
Statements		Scores						
		1	2	3	4	5	6	7
1	I often feel stress at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The job difficulty usually brings me sleeplessness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	My job makes me nervous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I feel exhausted after daily work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	My health will deteriorate if I were to continue working at this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	I feel weak and dispirited at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	I feel more hot-tempered at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	I feel depressed and unhappy at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the degree of agreement with each statement by entering into the box the appropriate number / or tick (✓) a box on each line based on the following scales :

- 1 = strongly disagree
- 2 = disagree
- 3 = slightly disagree
- 4 = neutral
- 5 = slightly agree
- 6 = agree
- 7 = strongly agree

External Job Opportunity								
Statements		Scores						
		1	2	3	4	5	6	7
1	If I quit my current job, the chances that I would be able to find another job which is as good as or better than my present is high.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	If I have to leave this job, I would have another job as good as this one within a month.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	There is no doubt in my mind that I can find a job that is at least as good as the one I now have.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Given my age, education and the general economic condition, the chance of attaining a suitable position in some other organization is slim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	The chance of finding another job that would be acceptable is high.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	It would be easy to find acceptable alternative employment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>