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**THE INFLUENCE OF PAY, CAREER GROWTH AND JOB  
SECURITY AMONG GEN-Y TOWARD INTENTION TO LEAVE  
AT FM COMPANY**



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**THE INFLUENCE OF PAY, CAREER GROWTH AND JOB SECURITY  
AMONG GEN-Y TOWARD INTENTION TO LEAVE AT FM COMPANY**

**By**

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**UUM**  
**Universiti Utara Malaysia**

**Thesis Submitted to  
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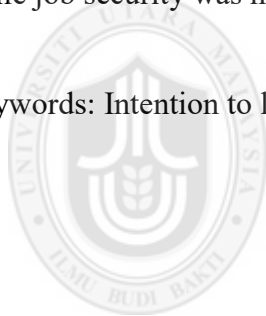


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## Abstract

This study was conducted to investigate the influence of pay, career growth and job security toward intention to leave among Gen Y at FM Company, Johor Bahru. This research was conducted due to high turnover rate reported among Gen Y employees in FM Company, Johor Bahru. The main aim of the study was to identify the relationship of pay, career growth and job security with intention to leave. This study was done through quantitative method in which questionnaires were used as a medium to collect data. A total of 100 questionnaires were distributed to respondents, however only 80 questionnaires were usable for further analysis. Data then were analyzed by Statistical Package for Social Science (SPSS) version 22.0 using Reliability Analysis, Correlation Analysis and Multiple Regression. The result showed only pay and career growth was significantly positive with intention to leave while job security was not significantly influence to intention to leave.

Keywords: Intention to leave; Pay; Career Growth; Job Security



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## Abstrak

Kajian ini dijalankan untuk mengkaji pengaruh gaji, pertumbuhan kerjaya dan jaminan pekerjaan terhadap niat untuk keluar dari organisasi dalam kalangan pekerja Gen Y di FM Company, Johor Bahru. Kajian ini dijalankan kerana kadar pekerja Gen Y keluar dari organisasi yang tinggi yang dilaporkan di FM Company, Johor Bahru. Tujuan utama kajian ini adalah untuk mengenal pasti hubungan gaji, pertumbuhan kerjaya dan jaminan pekerjaan dengan niat untuk keluar dari organisasi. Kajian ini dilakukan melalui kaedah kuantitatif di mana soal selidik digunakan sebagai medium untuk mengumpul data. Sebanyak 100 borang soal selidik telah diedarkan kepada responden, namun hanya 80 borang soal selidik sahaja yang dapat digunakan untuk dianalisis. Data kemudian dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial (SPSS) versi 22.0 melalui Analisis Reliabiliti, Analisis Korelasi dan Analisis Regresi. Kajian mendapati hanya gaji dan pertumbuhan kerjaya mempunyai hubungan positif dan signifikan dengan niat untuk keluar dari organisasi manakala jaminan pekerjaan tidak mempunyai hubungan yang signifikan dengan niat untuk keluar dari organisasi.

Kata kunci: Berniat untuk keluar dari organisasi; Gaji; Pertumbuhan Kerjaya; Jaminan Pekerjaan

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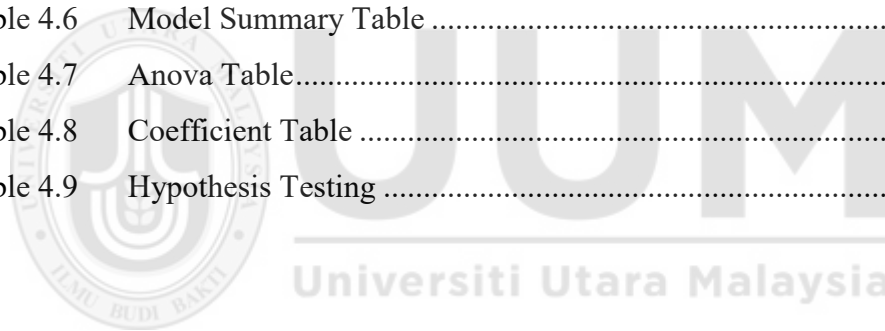
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## List of Abbreviations

Gen Y	Generation Y
SPSS	Statistical Package for the Social Science



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter provides a brief description of the research which outlines the study based on the background of the study, problem statement, research objectives, research questions and significance of the study, as well as definitions of the terms used in the study.

#### **1.2 Background of Study**

In today's era of globalization, turnover has become a common issue in most industries and organizations. In fact, this trend is negatively impacting the organizations in financial terms (Rizqi & Ridwan, 2015). Researchers emphasized that the main problem in the issue of turnover is the cost-effectiveness of employees moving out from the organization. These costs include the loss of talents, knowledge and time disruption (Hellman, 1997; Ryan & Sagas, 2009). Therefore, it is vital in ensuring that the employees remain in the organization to avoid losing potential human capital. Furthermore, by retaining the skill, knowledge, and experience possessed by the employees, the organization will remain competitive (Biswakarma, 2016).

Recent data indicate that turnover nowadays mainly occurs among the Gen Y who are also known as 'Millennial', meaning those who were born between 1981 and

2000 (Cahill & Sedrak; Yusoff et al., 2013). Gen Y represents more than 50% of the total Malaysian workforce (Malaysian Statistical Department, 2017). Besides, Khalid et al., (2013), emphasized that young employees have an attitude that is not loyal to the organization and tends to change jobs. According to Zulbahari and Alias (2014), turnover issues start when employees started to feel dissatisfied with their current job due to certain reasons. Therefore, to manage the dissatisfaction that could lead to turnover among the Gen Y, the organization needs to take measures in identifying the factors or the attributes influences the employees to leave the organization (Campiono, 2015). In others words, turnover intention or intention to leave which is defined as readiness, attempt, or wish to leave the current workplace willingly (Shields & Wards, 2001; Queiri, Yusoff & Dwaikat, 2015).

The following Figure 1.1 shows that Malaysia's employee turnover rate is the second highest with 13% in 2016 among other Asia Pacific countries followed by Australia, Singapore, Hong Kong and China.

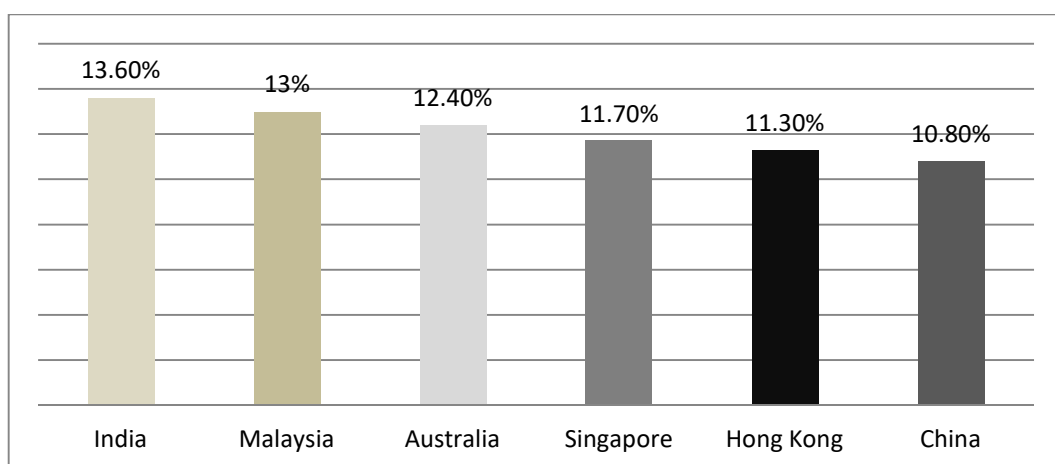


Figure 1.1  
*Voluntary Turnover among ASIAN Pacific Year 2016*  
Source: Asian Pacific Voluntary Turnover (Aeon Hewitt)



According to the statistics from Department of Statistics Malaysia, those of 25-34 years old currently make up the largest group of workers in Malaysia in Figure 1.2. Thus, it shows that the labor market is dominated by younger employees. Apart from that, Figure 1.3 shows that the unemployment rate in Malaysia has increased from 3.1% to 3.4% in 2016. It shows that there is an increasing percentage of skilled talent loss that can cost organization in terms of training and recruitment. This supported by ALDamoe, Sharif, and Ab Hamid, (2013) who stated that by losing a talent, the organization needs to face the lengthy process of identifying, hiring, and training a suitable replacement all over again.

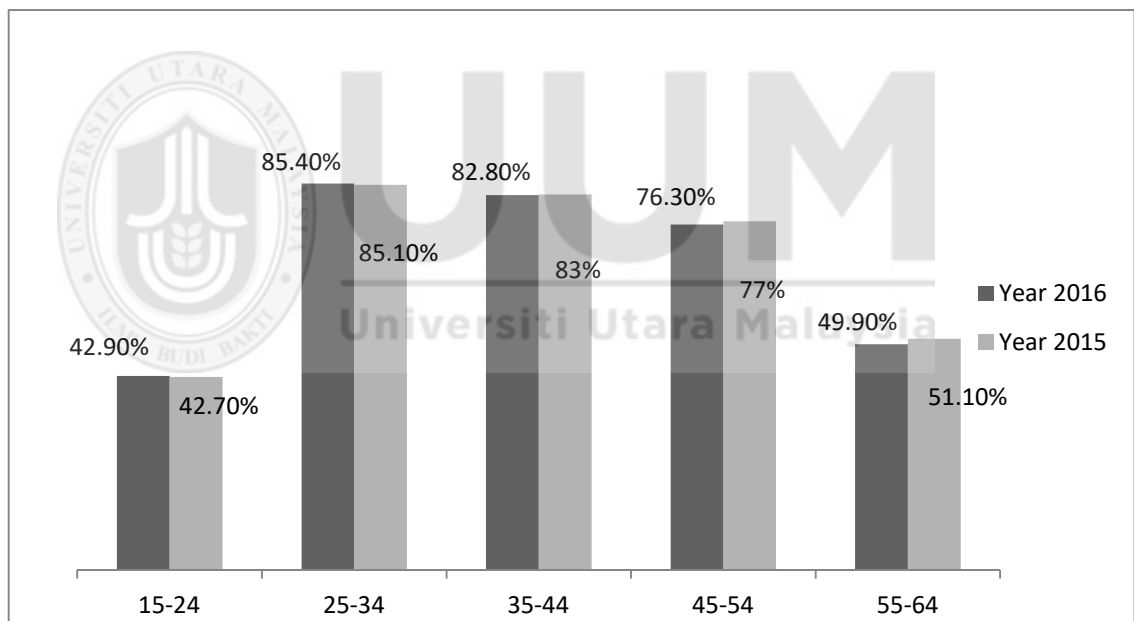


Figure 1.2  
*Overall Participation In The Labour Market For Age Group for the Year 2015-2016*  
 Source: Department of Statistics Malaysia

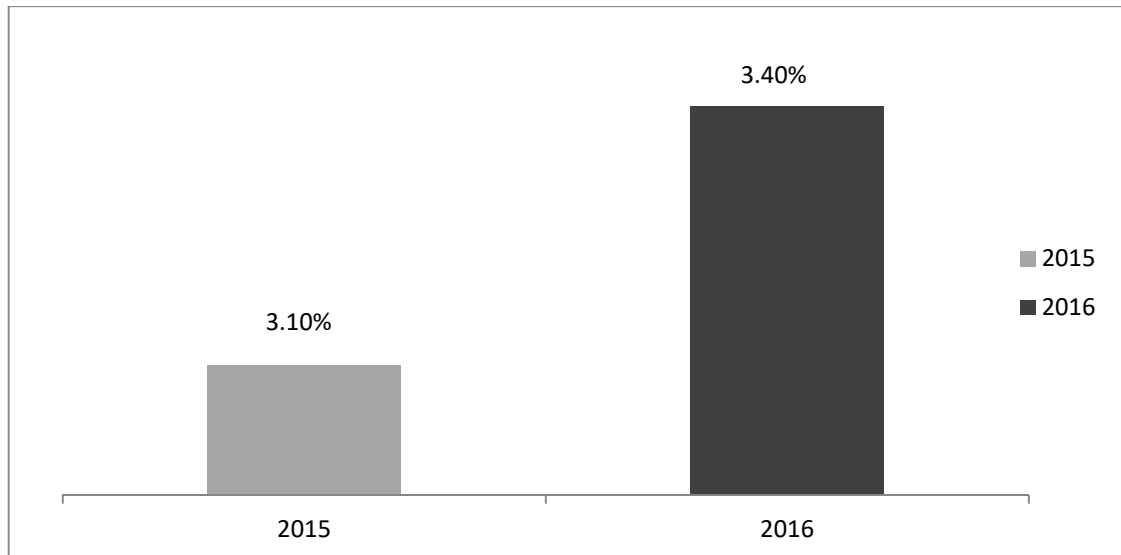


Figure 1.3  
*Malaysian Unemployment Rate Year 2015-2016*  
 Source: Department of Statistics Malaysia

Seeing that the Gen Y is increasingly entering the employment, it is crucial in retaining them to ensure the organization remains competitive in the market (Daud, 2016). Gen Y is being raised differently compared to other generations, where they were exposed to the lifestyle of high technology and internet revolution (Cahill & Sedrak, 2012). The researcher also stated that the parents of this generation are more protective of their children and referring their child as someone special. It is different compared to the previous generation which raised their children more strictly and independently.

As a result of being pampered during childhood, they have more expectations and are demanding in their jobs and focused more on leisure time (Twenge, 2010; Stojanova et. al, 2015). It is also supported by Uluma, (2015) that the Gen Y is a very needy person due to parents who taught them to be too needy. Accordingly, the organization needs to take measures in solving the turnover problem raised among the Gen Y. If the young employees are properly managed, they would contribute to

the organization in positive perspectives such as creating new business (Fernendo, Saad & Haron, 2012).

Organizations specializing in operations and maintenance services are not being exempted to faces the turnover issues among Gen Y employees. Along with that, below are shown the employee turnover rate from the year 2014 until November 2017 from the FM Company in Johor Bahru.

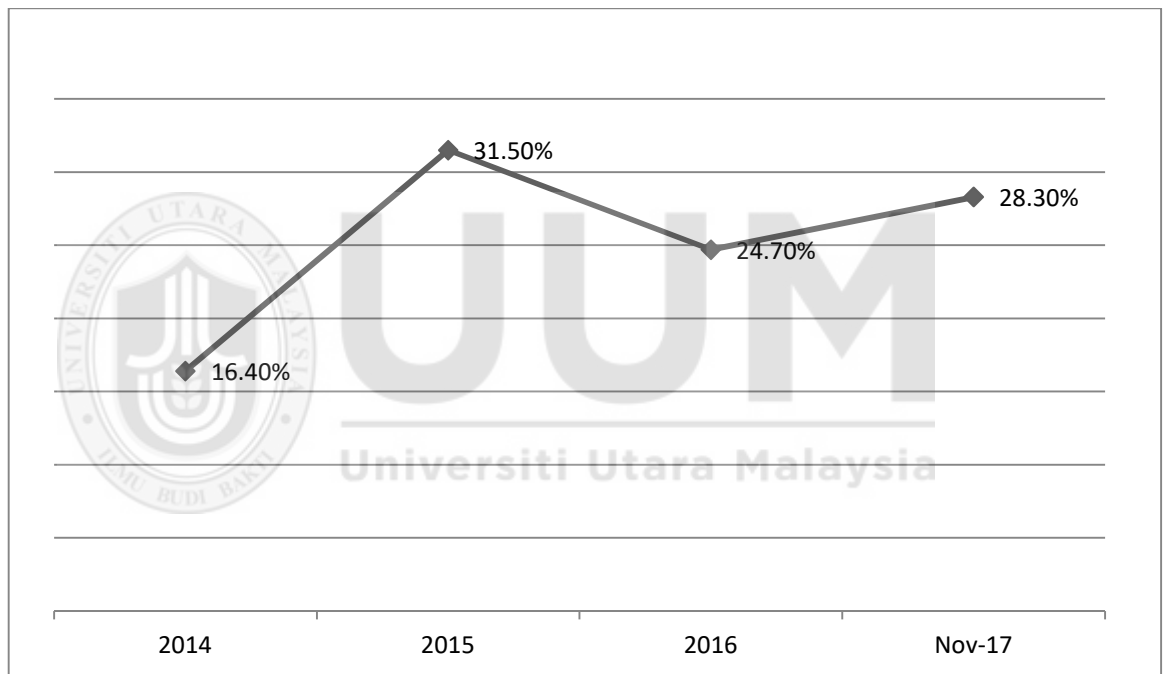


Figure 1.4  
*Employee Turnover Rate 2014 - 2017 in FM Company, Johor Bahru*  
Source: FM Company Manpower Report 2014-2017

As a result of a higher percentage in employee turnover rate shown in Figure 1.5, the organization has faced a decreasing of employees of 2014 until November 2017 the lowest employees in 2017.

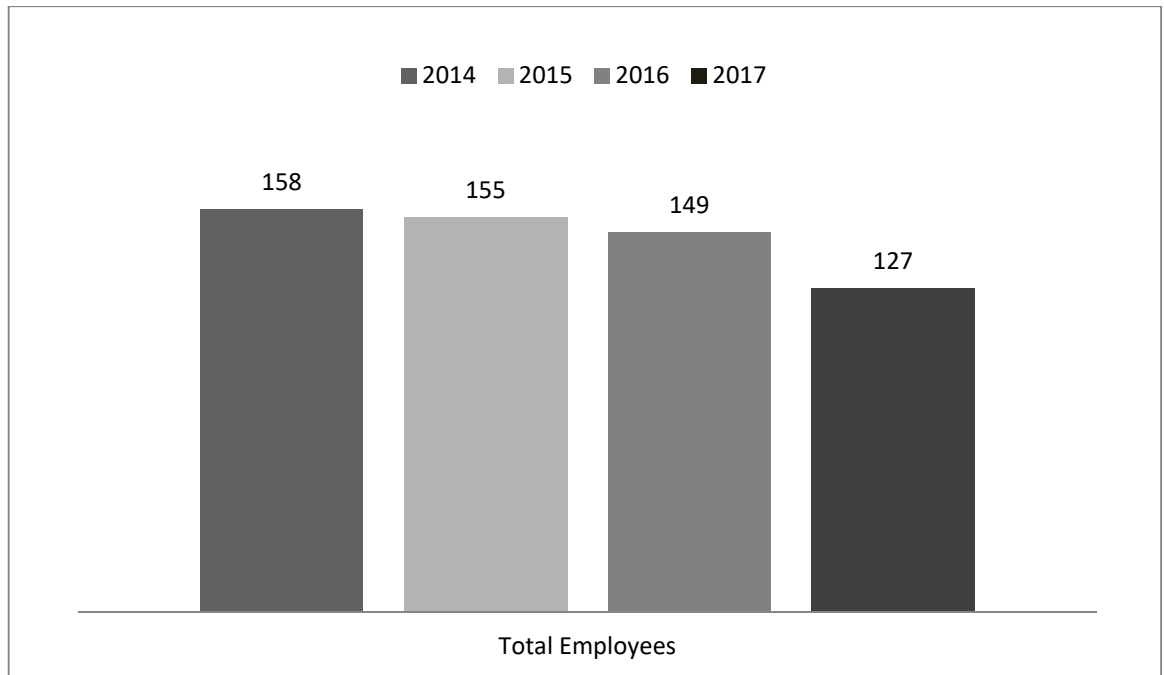


Figure 1.5  
*Total Employees Year 2014-2017*  
 Source: FM Company Manpower Report 2014-2017

To achieve the mission of the company to be the premier provider of Asset and FM solutions that consistently exceeds customer requirement, it is important in ensuring the Gen Y employees to stay in the organization. Moreover, the organization is providing operation and maintenance services to the customer on 24 hours and 365 days per year at the customer building which serves as the main processing point for people, vehicle, and goods coming from and going to Singapore. Consequently, a high employee turnover and lack of sufficient skill talents in operation and maintenance services area might affect the reputation of the company. Therefore, to identify the attributes of Gen Y employees leaving the company, this research investigated the influence of pay, career growth and job security on intention to leave.

### 1.3 Problem Statement

Turnover is a common issue faced by employers. Thus, as a facilities management company specializing in operation and maintenance services, employees are the important asset for the organization to continue to exist and remain competitive in the facilities management industry. Due to this matter, the organization not only needs skilled and trained employees to perform their roles effectively but as well as in retaining their employees. Thus, turnover could give a negative impact on the organization (Yasmin & Marzuki, 2015).

By 2025, about 75% of the workforce will be dominated by Gen Y and they are the ones who will change everything about the way companies are run as claimed by Giang (2013) cited by Jefri and Daud (2016). However, researchers found that it is difficult to retain them in the organization and this has created frustration for employers. Thus, it is concluded that most of employees turnover in the company are coming from the young employees as their population is more than 80%, higher than the previous generations. As been emphasized by Zulbahari and Alias (2014), Gen Y employees will start to leave the organization once they dissatisfied with their current job. Therefore this type of action by Gen Y employees could affect the performance of the organization due to the work disruption.

As the matter of fact, the employee's turnover rate within 4 years from 2014 until Nov 2017 in an FM Company in Johor Bahru has shown an increasing trend from with 16.40% to 31.50% in 2015 and respectively decreased to 24.70% in 2016. However, the turnover rate increased to 28.30% by November 2017. Figure 1.5 shows that the organization has lost their human asset and it can be seen through the

decreasing total number of employees from 2014 to November 2017. According to Rizqi and Ridwan (2015), every 10% increase of the turnover rate would affect the organization and decrease the output. This is because Gen Y is expected to change their job often when their talents are underutilized and the satisfaction is not met (Barford & Hester, 2011; Hassan, 2014). Thus, if the Gen Y employee turnover is not controlled, the organization might suffer from losing the human asset and replacement cost (Nor et al., 2017).

Based on a study conducted by Hassan, (2014) pay is one of the factors that could affect on employee intention to leave the organization. This is because employee certainty believes that pay is one of the important factors that could satisfy their financial needs (Hassan, 2014). Furthermore, the researcher also claimed when the employees are satisfied with their pay the positive impact might show from employee attitude and behaviors. Apart from that, career growth also plays an important role in retaining the employees. However, if the organization provides an unsatisfactory career growth environment in the workplace by not allowing employees to reach their career goals and awarded them by promotion, these employees would think about resignation (Karavardar. 2014). More to the point, a study conducted by Rathakrishnan, Imm and Kok, (2016) has clarified that job security is one of the factors that might affect the turnover intention because low job security could increase the intention to leave among employees. This is also supported by Dhanapal et al. (2013) who stated that if employees are feeling insecure regarding their employment, they might seek other jobs in another organization. Even though, there have been many studies in the areas of pay, career growth and job security (Biswakarma, 2016; Rathakrishan, Imm & Kok, 2016; Queiri & Dwaikat,

2016), further investigation is still required since each result produced by a study is only applicable for a certain sample and cannot be generalised to other professions and locations (Rizqi & Ridwan, 2015). So, this study will focus on intention to leave among Gen Y employees in the FM Company at Johor Bahru.

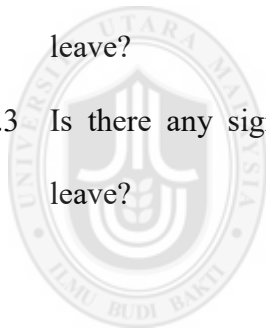
#### **1.4 Research Questions**

Based on the problems highlighted, the research questions of this study are as follows:

1.4.1 Is there any significant relationship between pay and intention to leave?

1.4.2 Is there any significant relationship between career growth and intention to leave?

1.4.3 Is there any significant relationship between job security and intention to leave?



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#### **1.5 Research Objectives**

The general objectives of this present study are to examine the relationship between pay, career growth and job security with the intention to leave. The following are the specific research objectives:

1.5.1 To investigate the relationship between pay and intention to leave

1.5.2 To investigate the relationship between career growth and intention to leave

1.5.3 To investigate the relationship between job security and intention to leave.

## **1.6 Significance of Study**

### Theoretical Contributions

This study will contribute to the knowledge and information regarding the intention to leave among Gen Y. It also helps in investigating the factors influencing the Gen Y employee on intention to leave at an organization. Therefore it is can strengthen the previous study on Gen Y employee in the study of intention to leave.

### Practical Contributions

The findings of the study might assist in finding the main factor that leads to intention to leave among Gen Y employees at the FM Company particularly in Johor Bahru. This study is expected to contribute towards clarifying the relationship between pay, career growth and job security on intention to leave among Gen Y in the FM Company, Johor Bahru. Furthermore, this study also can be very useful for top management and HR to comprehend the current situation on Gen Y employee turnover. This study will be able to help the organization in solving the turnover issues among the Gen Y employees. Through the findings, it will help the management to initiate strategies and plan to overcome turnover issues as well as to ensure effectiveness and efficiency of HR practices in the organization. Furthermore, these findings could be useful for the employees in enhancing their motivation, commitment and reduce the intention to leave. Therefore, it could beneficial to the organization in reducing the cost of the training, recruitment and work disruption.



## **1.7 Scope of Study**

This study was carried out among Gen Y employees in the FM Company who work in Johor Bahru. As the company becomes a growing organization in Malaysia, the turnover among the Gen Y becomes worrying for the organization. Moreover, in this industry, they are fully relying on services of its employees. The research is mainly focused on factors that consist of pay, career growth and job security on intention to leave. As most employee turnover are coming from the executive level and below, therefore the study focuses on the Gen Y employees in that particular job category who are currently working with the organization.

## **1.8 Definition of Variables**

### **1.8.1 Intention to leave**

Intention to leave also called turnover intention is defined as behavioral intentions illuminating an individual intention to leave or stay and considered as the primary antecedent to actual turnover behavior (Hellman, 1997).

### **1.8.2 Pay**

Pay is referred as obvious importance in influencing of satisfying employee financial needs which can be in the form of cash (Gerhart, Minkoff & Olsen, 1995; Singh & Loncar, 2010).

### **1.8.3 Job Security**

Job security is defined as expectations of continuity in a job or employment which can lead into the fear of a losing job, which is called job insecurity or the insecurity of keeping the job in future (Akpan, 2013; Jimenez et al., 2016).

### **1.8.4 Career Growth**

Career growth is defined as supporting the employees in reaching their career goals, improving employees' specialized skills and awarding them with promotions (Karavardar, 2014).

## **1.9 Organization of Study**

This study is consists of five chapters. The first chapter comprised of introduction problem statement, research question, research objectives, the significance of study and scope of study and definition of key terms.

Chapter two is about the literature reviews, past studies review, framework and development of hypothesis related to the research area.

Chapter three covers the research method of the study. The chapter examines the research design and procedure of the study. The chapter goes beyond to converse about the research design and procedure of the study. Then it is discussed on the selection of the respondents, sample size, development of the questionnaire for research and data collection procedure.

Chapter four will consist of the findings and analysis of the study. This chapter gives an explanation of the return rate of the questionnaire, reliability analysis on the questionnaire and multiple regression analysis. The results will be outlined in a number of tables to assist the interpretation.

Chapter five discusses the overall research. This chapter consists of the limitation of the study, recommendations, and suggestion for future research.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter emphasized on the literature review of the study. This chapter also discusses the pay, job security, and career growth. The literature was cited from the various publications of journals and articles as a reference to discuss the relationship between independent and dependent variables of this study.

#### 2.2 Dependent Variable

##### 2.2.1 Intention to Leave

Intention to leave is key leading to actual turnover which will present a negative force towards the organization's performance. However, intention to leave has been defined and clarified in various ways because of the diverse and multiple definitions even though it shares a common expression in scholarly literature (Radzi et al., 2009). It is also known as turnover intention (Kaur et al., 2013) as the intention is to interpret a statement regarding a specific behavior of interest. Meanwhile, according to Cotton and Tuttle (1986), intention to leave is referred to as the individual's interpretation of the probability of staying or leaving the organization and has been recognized as the best predictor of actual turnover (Kaur et. al, 2013). This is also supported by the previous studies regarding the intention to leave as the best predictor of actual turnover (Price & Mueller, 1981; Cavanagh & Coffin, 1992).

Turnover defined as quitting, layoff, retired and termination from the organization whether voluntary or involuntary (Long et al., 2016) and this type of action give disadvantages to the organization (Yasmin & Marzuki, 2015). In addition, Ongori (2007) described turnover as the rotary motion of employees around the labor market, between organization, jobs and between the condition of employment and unemployment. According to Price and Mueller (1981), voluntary turnover might happen when employees make up their mind to leave the organization, meanwhile involuntary turnover happens when the organization is firing employees.

Nevertheless, the different researcher uses a different word in recitation leave or quit such as turnover, attrition, and exit (Mxenge, Dywili & Bazana 2013). Besides Hom and Griffeth (1991), claimed that turnover intention can comprise three things such as thinking to leave, intent to search and intent to leave. Other than that, intention to leave is also known as propensity to leave, intention to stay and behavioral commitment (Halaby, 1986; Mueller et al., 1999). Therefore, with the degree of thought on leaving the organization and searching another job, in reality, can lead the individual to leave (Biswakarma, 2016).

According to Kaul et al. (2013), turnover intention or intention to leave is the best to interpret the probability that an employee will change his job within a specific time. On the other hand, according to Kim et al. (1996), intention to leave is defined as the level to which the employee ponders on leaving the relationship with the current organization or employer. Besides that, it is also being elucidated as a type of withdrawal behavior that is associated with under-identification with work (Bothma & Roodt, 2012). According to Uzundu (2015), employees usually resolve in advance

whether they want to leave the organization or not before their ultimate quitting and it is supported by Attitude Behavior Theory (Ajzen & Fishben, 1975), whereby it claims that an individual's intention to engage in certain behavior is the likely predictor of the behavior for them to leave the organization.

Related to that matter, unmet expectation can lead to intention to leave and force them to leave the organization (Hassan, 2014). Furthermore, Rizwan et. al. (2014) claimed that intention to leave can be categorized into unavoidable, desired and undesired turnover. Unavoidable turnover can be due to the issues of family, personal illness or retirement. Meanwhile, the desired turnover is due to the incapability of the employee himself. The undesired turnover consists of skilled and trained workers leaving due to organizational issues such as poor support, role conflict and lack of supervision.

The intention to leave could affect the organization by involving not only the direct financial costs of replacing staff that is leaving from the organization but also other consequences such as the potential loss of human capital in terms of skills, knowledge, and experience, and disruption to operations (Hassan et al., 2015). It is also supported by Hellman (1997), that these disadvantages faced by the organization usually comes from the voluntary turnover by the desirable employees and is considered as detrimental to the organization in terms of replacement cost and work disruption.

### 2.2.1.1 Previous Studies on Intention to Leave

In the past, various predictors have been tested and were discovered to be connected with intention to leave. For example, a previous study among 160 employees working in Pakistan had shown positive and significant effect between organizational commitment, job satisfaction, and person-organization fit with the intention to leave (Rizwan et al., 2014). Besides that, research involving 110 Gen Y employees from the hotel industry in Malaysia by Nor et al. (2017), indicated that work value, quality of work life and safety has a positive and significant relationship with intention to leave. In addition, another study involving 164 Gen Y employees in the BPO sector showed that intention to leave was explained by lack of training, lack of empowerment, organizational commitment and lack of career planning (Queiri & Dwaikat, 2016).

Apart from that, several authors have also tested the association of intention to leave and job stress. In terms of job stress, a positive relationship was found to be connected to intention to leave based on a study involving 103 of technical employees in XYZ (M) Sdn Bhd (Hassan, 2014). Similar results were also found in studies involving 135 employees at the University of Fort Hare (Mxenge, Dywili & Bazana, 2013) and 258 of non-teaching staff of University of Nigeria (Uzondu, Nwonyi & Ezema, 2015).

However, there were also studies that showed contradictory results. For instance, in a study by Khalid et al. (2013), they found that organizational citizenship behavior which was sportsmanship and civic virtue is significantly and negatively related with

the intention to leave when tested on 159 Gen Y employees in a Malaysian Multinational Corporation. In addition, other study involving 371 employees in Monte Carlo found that the relationship between job involvement and organizational support had a negative relationship with intention to leave (Alshammari et al., 2016).

In summary, various factors have been tested in the past to show the predictors of intention to leave. Some factors like job stress, person-organization fit, and organizational commitment were found to be positively linked to intention to leave. Apart from that, factors such as organizational citizenship behavior, job involvement, and organizational support were negatively related to intention to leave. These mixed findings on intention to leave have provided a platform for future researchers to further examine other potential factors in other context of studies.

## **2.3 Independent Variables**

### **2.3.1 Pay**

Pay is one of the attributes that influence the intention to leave. This is supported by Wee (2013), through the survey conducted by the Manpower of Malaysia, it was found that pay is one of the important driving forces in retaining employees especially for Gen Y. Pay is defined as money and similar to that which given by the employer to their employee's service and their contributions (Kim, Price, Mueller & Watson, 1996; McCoy, 2008). As such, pay has been considered as direct monetary income, fringe benefits and total income yearly (Price & Mueller, 1981). Pay also has been defined as the form of compensation for examples cash and non cash payments, direct pay (salary) and indirect pay (benefit) and the amount of pay raises



and the process by which the compensation system administered (Williams, Daniel & Nguyen, 2006).

Apart from that, Heathfield (2004) gave the definition of salary as a fixed amount of money given to the employees by the employer as a return on their work performed (cited in Nawaz & Pangil, 2016). Meanwhile, benefits are defined as indirect payment which employees receive from employer and it is stated in the form of legal requirement or volunteered benefits such as medical leave, retirement plan, life insurance, rewards, paid time off and others (Dulebohn et al., 2009; McCoy, 2008; Wee, 2013).

Other than that, Murphy and Williams (2004) claimed that defining the meaning compensation is a complex task due to differences of ideas. Another definition of compensation is a return of financial and the benefits received by an employee from their employers as an exchange of their services (Milkovich, Newman & Gerhart, 2014). Therefore, compensation can be described as a payment in any form that employees received for their work task. Besides, Murphy and Williams (2004) also emphasized that compensation given by the company can attract employees attract and make them tend to continue working for the organization. Thus, it involves the Expectancy Theory which is related to the expectation of employees on pay. Accordingly, when employees are joining the organization with some expectations, their negative behavior such as absenteeism and intention to leave will arise once the expectations are not meet (Rathakrishan, Imm & Kok, 2016).

A study by Bryant and Allen (2013), clarified that employees tend to quit because they are unhappy regarding their pay and it is the first or second main reason influencing employees to leave. The researcher also claimed that employees often quit because other organizations pay higher than what they have received. It is also supported by Rizqi and Ridwan, (2015) who stated that decision to leave or stay in the organization depends on the amount of pay that employees received. Furthermore, a previous study on a manufacturing company had found that one of the main reasons employees move out from the company was because of personal factors such as lack of incentive and salary (Cao, Chen & Song, 2013). Therefore, it shows that pay act as one of the important factors in influencing intention to leave. Moreover, Sandhya and Kumar (2011) stated that money is the most powerful and attributing source of motivation because it can act as a motivator to attract and retain employees. Thus, satisfaction on pay influences employees' behavior, performance and encourages employees to stay in the organization (ALDamoe, Yazam and Ab Hamid, 2013).

### **2.3.1.1 Previous Studies on Pay**

In past studies, pay has been tested as a predictor in intention to leave as showed in a study by Alshammari et al. (2016), where pay indicated a positive and significant relationship with intention among 371 employees in Monte Carlo. Similar results indicated a positive and significant relationship between pay and intention to leave involving 253 salesmen in Nigeria (Abiodun, Omotayu & Osibanjo, 2012). In addition, other studies discovered a positive relationship between pay and intention to leave involving 2423 physicians at 100 hospitals in Taiwan (Tsai et al., 2016) and among 200 employees in Indonesian bank (Rusdi et al., 2015). A study by Queiri,

Yusoff, and Dwaikat (2015) indicated that pay is significant to 150 Gen Y employees' in different companies within Kuala Lumpur area.

Conversely, other studies showed a negative relationship between pay and intention to leave such as a study involving 273 employees of National Iranian South Oil Company (Hayati et al., 2015). Similarly, another study also indicated a negative relationship between pay and intention to leave among 270 faculty members employed in different private universities of Pakistan (Nawaz & Pangil, 2016).

Besides that, other studies indicated no significant relationships between pay and intention to leave which involving 171 Gen Y bankers from Malaysia commercial banks (Hussain et al., 2014). From the results of several studies shown mixed results which is positive and negative the correlations of pay and intention to leave. Within this research, we will explore more on the relationship of pay with an intention to leave.

### **2.3.2 Career Growth**

According to Arthur (2008), career is defined as the progression of work experiences in an individual's lifetime. Career growth has been defined as individual career growth within their current organization and perception of the chances of development and advancement within the organization (Jans, 1989; Weng & McElroy, 2012). Apart from that, career growth is also defined as the chances of being promoted and gaining career development (Weer, 2006 as cited by Karavardar, 2014). This multidimensional formulation indicates that career growth is a function of the employees own attempt in making advancement toward their personal career

goals and obtaining professional expertise within the organization and efforts in giving the reward to their employees through promotions and salary increases (Weng & McElroy, 2012).

Therefore, career development is part of career growth (Yang, 2015). Career development can be viewed as a podium that assists employees to look beyond their present jobs and prepare for brighter future positions within the organizations and outside the organizations. Through the guidance from the organization using a clear and attainable career growth plan that provides employees with various training and learning opportunities, the employees will be more satisfied with their jobs and enhance their motivation to grow in the organization rather than in other organizations (Chen et al., 2015).

Besides, career growth is known as a key component in shaping employee motivation, growth and commitment (Nyamubarwa, 2013). Thus, by giving support to employees in reaching their career goals, improving their professional skills and awarding them promotions, these employees would be much more ready to give back and strengthen a sense of commitment to their organizations (Karavardar, 2014). It is reasonable to assume that when the career growth is promising to the employees in terms of achieving career goals, promotion and gaining rewards, the employees will be more satisfied with their current job, thus influence them to stay in the organization (Chen et al., 2015).

Conversely, a lack of career progress in organizations could influence employee turnover decisions. However, having a clear career ladder and opportunities in career growth in the organization could minimize the percentage of employees turnover

decision (Nyamubarwa, 2013). Moreover, a study conducted by Priyanka and Dubey (2017) claimed employees are more likely to stay in an organization with a clear career hierarchy and opportunities for personal growth and development. Therefore, it shows that career growth has a negative relationship related to intention to leave (Biswakarma, 2016). This is because career growth shows potential in managing turnover for those employees who desire a career development and advancement in their job (Weng & McElroy, 2012).

### **2.3.2.1 Previous Studies on Career Growth**

A study conducted by Chay & Aryee (1999), found a positive relationship between career growth and intention to leave among 294 employees in Singapore. Similar results indicated a positive and significant relationship between career growth and organization to leave which involving 250 employees of the pharma industry in the area of Karachi, Hyderabad, Nawabshah, Dadu and Noshero ferezo districts of Pakistan (Umar et al., 2016). In addition, a study by Chen et al., (2015), also indicated a significant relationship between career growth and intention to leave.

Contradictorily, other studies showed a negative correlation between career growth and intention to leave, such as a study involving 150 full-time faculty members employed in different private universities in Pakistan (Nawaz & Pangil, 2016). Similar studies indicated the negative and significant relationship between career growth and intention to leave which involving 290 banking employees of Nepal (Biswakarma, 2016). In addition, a study by Yang et al. (2015), also found that career growth has a negative relationship with intention to leave among 526 nurses from eight teaching hospitals in Tianjin, China. From the results of several studies

shown mixed results which is positive and negative the correlations of career growth and intention to leave. Thus, it shows employees might leave the company once the career growth is promising or not promising (Chen et al., 2015). Within this research, we will explore more on the relationship between career growth with an intention to leave.

### **2.3.3 Job Security**

The global economic downturn has made the concept of job security started to gain popularity (Lucky, 2013). According to Dasgupta (2001), job security is defined as the security or continually being able to work in the same organization and contributing in their skills without feeling insecure. Apart from that, job security is also defined as a security of continued employment or likelihood of individual ability to keep the same job with the same employer or organization (Dekker, 2010). Along with that, the occupation which cannot be assured for their duration or not be supported by a definite contract can be called a lack of job security (Lucky, 2013).

According to Zeytinoglu (2012), job security specifies the conditions of employment regarding a continuous contract, working full time, paid and unpaid overtime. The researcher also claims job security as the perceived job insecurity concept which is defined as the employees' perception on being safe from dismissal, feeling confident that their organization will remain stable where they can continue to work longer and believe they will be employees in the job 3 months in the same organization without feeling worried. Accordingly, it can be considered as the effort of an organization in providing their employees with stable employment (Joarder, 2015).

Job security is defined as a crucial need by employees and one of the factors in employment conditions (Alzayed, 2017). Meyer and Smith (2000) opine that job security is the interpretation of the organization's commitment to employees. In addition, it involves the employees' feelings over the loss of attractive job characteristics such as current working conditions (Akpan, 2013). A lower job security given by the organization leads to job insecurity which is defined as a fear of losing a job (Jimenez et al., 2016). Uncertainty and fear influence the employee to leave the organization (Mxenge, 2015).

Therefore, by giving a lower job security, it might affect employees' commitment to the organization in return (Yousef, 1998; Meyer & Smith, 2000). This is supported by Joarder (2015), who stated that job security is able to boost employees involved with the organization as there is no fear of losing their jobs. Furthermore, job security is a bridge in communicating to the employees that the organization values and needs their labor and contribution (Ma, 2015). Besides that, a previous survey conducted by the Hays found that employees nowadays especially Gen Y employees need stability in their careers because of high level of youth unemployment has made the Gen Y uneasy with the recent issues. (Hays, 2013 cited in Stojanova, 2015).

In other words, employees who discern a threat to job security might become less committed to the organization and might cause them to quit their jobs, thus lead them in finding another job that offered a higher job security (Akpan, 2013). Therefore, with higher job security provided by organization able to decrease absenteeism and turnover rates because of employees feeling secure at their job (Cross and Travaglione, 2004). Thus, through job security employees will be more willing to

work hard and enhance their work performance to repay the kindness of the organization for offering secure jobs (Ma, 2015). The researcher also claimed that once people worry about their job, they are under more pressure and may choose to withdraw from the stressful situation.

### **2.3.3.1 Previous Studies on Job Security**

Job security is one of the predictors in influencing employees moving out from the organization because of insecurities on lower job security provided by an organization (Khan, 2013). A previous study indicated a positive and significant relationship between job security and intention to leave which involving 200 employees in Indonesian banking (Rusdi, et al., 2015). In addition, other studies indicated job security has a significant relationship with intention to leave which involving 150 employees working in banks of Bahawalpur of Pakistan (Husain, 2015). Similar results indicated positive and significant between job security and turnover intention involving 435 employees among 23 banks in Nigeria (Oginni, Afolabi & Erigbe, 2013).

Conversely, some studies showed a negative relationship between job security and intention to leave such as one involving 212 employees at an air transportation group in China (Wang et al., 2014). Apart from that, a study by Joarder et al. (2015), found that job security is not significantly related on intention to leave which the study conducted among 160 employees in Bangladesh. Similar results indicated has a negative and not significant relationship which involving 253 lecturers in 20 private universities in Malaysia (Rathakrishnan, Imm & Kok, 2016). From the results of several studies shown mixed results which is positive and negative the correlations of



job security and intention to leave. Due to these conflicting results, the study will explore more on the relationship of job security with an intention to leave.

## **2.4 Research Framework**

The research framework shown in Figure 2.1 was developed based on Joarder et al. (2015), Chen et al. (2015), and Husain et al. (2015). According to the research conducted by Joarder et al. (2015), pay, supervisory support and job security are used to determine the relationship between the intention to quit among the academics of private universities in Bangladesh. From the results of this study, it has provided the evidence that pay has a significant relationship with the intention to quit among the academics of private universities in Bangladesh.

Meanwhile, for the study conducted by Chen et al. (2015), researchers discuss the role of career growth in the turnover process among Chinese new employees. Through the study conducted, it was found that career growth had a significant relationship with turnover intention. It shows that this career growth could influence the employees in leaving the organization. Along with that, in the study conducted by Husain et al. (2015), job satisfaction, trust relationship, job security, organizational commitment, job stress and person-organization fit was used in determining the real causes of turnover. The result of the study showed job security has a significant relationship with the employee turnover intention. The research framework for this study shows the relationship between pay, career growth and job security with an intention to leave. In this study, pay, career growth and job security are the independent variables, whereas intention to leave is the dependent variable.

## Independent Variable (IV)

## Dependent Variable (DV)

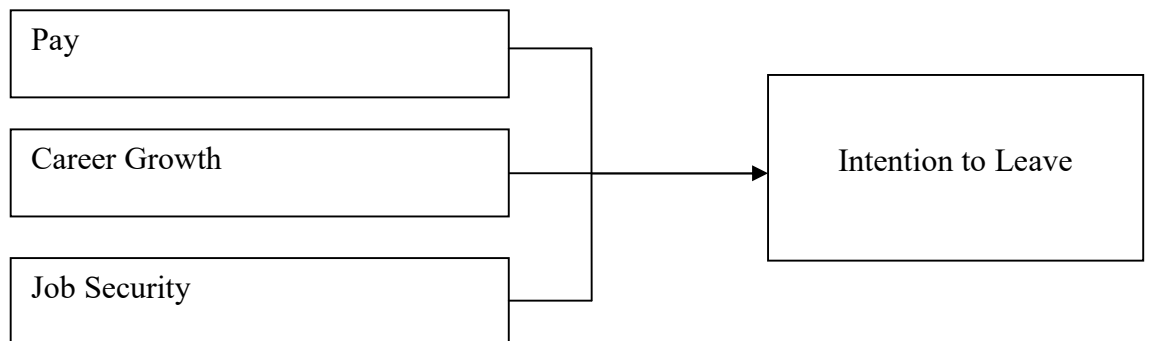


Figure 2.1 Research Framework

Source: Joarder et al. (2015), Chen et al. (2015), and Husain et al. (2015)

## 2.5 Hypothesis of study

### 2.5.1 Pay

According to Ryan and Sagas (2009), pay might be one of the best approaches to compensate employees for their time and efforts invested in the organization. Queiri, Yusoff, and Dwaikat (2015) emphasized that dissatisfaction with pay contributes towards the intention to leave especially for Gen Y. Researchers believe that pay is one of the factors in influencing employees from leaving the organization due to the allure of higher pay by others organization which can lead to resignation. It is supported by the Singh and Loncar (2010), who said that satisfaction on pay give an impact towards employee attitudes and behaviors. Accordingly, employees put more efforts when employees feel satisfied with their pay (Alshammari et al., 2016). There are proves in the previous study showed pay to act as one of the factors in influencing employees to leave the organization. This is supported by Rizqi and

Ridwan, (2015) who stated that pay is the most important factor in predicting intention to leave. Tsai et al., (2016) also acknowledged that lower pay gives a significant effect in influencing a higher turnover intention in leaving the industry. Similarly, Singh and Loncar (2010) discovered that pay is significantly related to turnover intention among salesmen. Thus, we can hypothesize that:

H<sub>1</sub>: There is a significant relationship between pay and intention to leave

### **2.5.2 Career Growth**

Career growth is defined as the opportunity for employee's growth in the organization which means development and career advancement (Biskwakarma, 2016). Employees who lack career growth in their organizations might seek another job in other organization. Researchers found that Gen Y employees give more attention to their career growth which makes them more likely to leave an organization frequently to get a better career development and growth. Based on the previous studies, it is found that career growth has positive relationship towards the turnover intention and it clarifies the employees are pay more attention towards their career development rather than remuneration only (Umar et al., 2016). However, a study by Chen et al., (2015) showed a significant critical effect on turnover intention on Chinese new employees. Similarly, Chay & Aryee, (1999) also found that career growth have a positive significant direct effect on turnover intention. Therefore, the second hypothesis to be tested in the study is:

H<sub>2</sub>: There is a significant relationship between career growth and intention to leave

### 2.5.3 Job Security

Job security is defined as the expectations of employees in continuation of employment with the same organization (Hussain et al., 2015). Therefore, with job security provided by the organization could increase employee loyalty and decreases the intention to leave (Cavanaugh & Noe, 1999). Moreover, the higher desire of employees to survive or stay in their current, hence the expectation does not meet the higher percentage of employees will find another job in other organization (Rusdi et al., 2015). There is a previous study that found the relationship between job security and intention to leave (Khan, 2013). The study discovered job security has a significant impact on the turnover of an employee. It showed that job security affects employee behavior on quitting the job. Apart from that, a study conducted by Husain et al., (2015) discovered that there is a significant influence on employee turnover intention among employees in the banking industry. Similarly, Wang et al., (2014), also identified a significant relationship with turnover intention among employees of three branches on an air transportation group in China. Thus the third hypothesis to be tested in this study is:

H<sub>3</sub>: There is significant relationship between job security and intention to leave

## 2.6 Summary

This chapter had offered a review of literature that discussed on the relationship between pay, career growth and job security with an intention to leave. The next chapter will explain in detail on the methodology that is going to use later for data collection and analysis.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter examines the research methodology practical to conduct the study. This chapter discusses the target population, instrument and measurement as well as data collection method. Lastly, this chapter explains the techniques used for data analysis.

#### **3.2 Research Design**

According to Sekaran and Bougie (2013), research design is a blueprint that is used as a standard guideline for collecting, measuring and analyzing data in order to find answers to research questions. This study examined the relationship between pay, career growth and job security with an intention to leave in an FM Company, Johor Bahru. Moreover, it is to validate the influence of these three factors in influencing intention to leave. In addition, this study used a quantitative method by using a questionnaire survey which is to achieve the research objectives and the purpose of study (Hassan, 2014).

##### **3.2.1 Source of Data**

For the purposes of this study, the primary data were collected through the survey and will carry out with using self-administered questionnaires whereby respondents take the responsibility in answering the questions. The questionnaires will be

distributed to all Gen Y employees in the FM Company, Johor Bahru. Therefore, all employees in job category of executive, supervisor, admin assistant, technician and the general worker participated in answering the survey questionnaires.

### **3.3 Research Sampling**

#### **3.3.1 Population**

This study involved all of the Gen Y employees which are executive level and below from FM Company, Johor Bahru that focus on managing facilities which is located at Johor Bahru, Johor. The total number of employees of this organization is 127 employees which includes employees from all departments such as human resource, operation, information technology, electrical, mechanical, quality, safety and health and purchasing. However, for the purposes of investigating an intention to leave among Gen Y employees particularly executive level and below in this company, 112 out of 127 employees were from Gen Y and were chosen in this survey.

#### **3.3.2 Sampling Size**

According to the table constructed by Krejcie and Morgan (1970), it is recommended that the right sample size in conducting this study is 86 employees from the 112 of a population sample of the Gen Y employees. However, to obtain highest response rate, 100 questionnaires were successfully distributed.

### **3.3.3 Sampling Design**

Taking the above situation into consideration, the convenience sampling techniques were used to allow the research to determine a sample size for the data collected considering the accessibility of the respondents and the visibility of administering the research instruments (Sekaran & Bougie, 2013). Furthermore, most of the employees in this company are working outside. This sampling technique is the most often used at the exploration stage of research. Questionnaires were distributed to Gen Y employees in job category of executive level and below who were conveniently accessible.

### **3.4 Operational Definition**

Before measurement of variables was established, it is important to define the operational of the variables. Thus, the operational definitions for each variable were determined to establish set of measurable behaviors.

#### **3.4.1 Intention to Leave**

Intention to leave refers to the willingness of the employees to leave the organization and it is the individual own probability of leaving the organization in the near future (Kelloway, Benjamin & Barham, 1999).



### **3.4.2 Pay**

Pay refers to any cash that the employer compensates their employees as an exchange of time and efforts invested into the organization (Heneman & Schwab, 1985).

### **3.4.3 Career Growth**

Career growth is a multidimensional construct consisting of meeting career goals, developing one's professional abilities, and receiving promotion and compensation commensurate with those abilities (Weng et al., 2009).

### **3.4.4 Job Security**

Job security is a psychological state in which employees vary in their expectations of future job continuity within an organization (Kraimer et al., 2005).

## **3.5 Instrument and Measurement**

A set of questionnaires was distributed to Gen Y employees particularly to executive level and below. The questionnaire consisted of three sections. For section A, will be highlighted on the respondents demographics such as age, gender, education level, length of service and employment level. In the section B, consisted of the measurement items for the dependent variable that is an intention to leave. In the section, C consisted of the measurement items for independent variables such as pay, career growth, and job security. The rating scale was used to record the responses for the instruments. All of the responses from the respondents were measured using five

Likert scales (1=strongly disagree and 5=strongly agree). The measurement of variables can be summarized as in Table 3.1.

Table 3.1  
Sources of instruments

Section	Items	Questions	Sources
B (Intention to Leave)	6	1. As soon as I can find a better job, I will leave the organization	Wayne, Shore & Liden (1997) Kelloway, Benjamin & Barham (1999)
		2. I am actively looking for a job outside the organization	
		3. I am seriously thinking of quitting my job	
		4. I intend to ask people about new job opportunities	
		5. I am planning to look for a new job	
		6. I do not plan to be in this organization much longer	
C (Pay)	6	1. I am satisfied with my salary	Jun, Cai & Shin (2006) Heneman & Schwab (1985)
		2. My pay encourage me to improve the quality of work	
		3. I earn more than others who do similar work at other organization	
		4. I am satisfied with the benefit I received	
		5. I feel that I have been paid fairly accordingly to my work task	
		6. I feel that my pay is enough for me	

Table 3.1 Continued

C (Career Growth)	6	1. I feel that my present job will lead to future achievement of my career goals 2. My present job is relevant to growth and development 3. My present job encourages me to continuously gain new job-related skills 4. The probability of being promoted in this organization is high 5. My promotion speed in the present organization is fast 6. My salary is organization in my present organization	Chay & Aryee (1999) Weng & Hu (2009)
C (Job Security)	6	1. This job offers me continued long-term security 2. Most people doing this job in this organization have a long-term security 3. I will be able to keep my present job as long as I wish 4. I am confident that I will be able to work for my organization as I want 5. Regardless of economic conditions, I will still have a job at my current organization 6. There is a risk that I will have to leave my present job in future	McKnight, Philips & Hardgrave (2009) Kraimer et al., (2005) Hellgren & Syerke (1999)

### 3.6 Data Collection Procedure

The researcher used a set of questionnaires to collect the data in this research. Therefore the questionnaires were distributed to 86 respondents who are Gen Y employees. Before distributing the questionnaire, the researcher obtained the approval from the Human Resource in the organization through a written application. Upon the approval from the organization, the organization will start distributed the

questionnaires. Thus, the staff will answer the questionnaires which take 5-10 minutes to complete. Each respondent was given a week to complete the questionnaire. Table 3.2 below shows the process of data collection.

Table 3.2  
Data collection process

Date	Procedures
9 October 2017	Construct the questionnaire
16 October 2017	Obtained approval from supervisor
26 October 2017	Distribute questionnaire for pilot study
27 October 2017	Collect questionnaires for pilot study
8 November 2017	Actual questionnaire distribution and data collection. 100 questionnaires were distributed to 100 Gen Y employees at FM Company
13 November 2017	Completed questionnaire distribution and received returned questionnaires

### 3.7 Pilot Test

According to Teijlingen and Hundley (2002), a pilot study is a mini version or a trial run in preparation of a full study, also known as a pre-test of research instruments. Accordingly, the pilot study helps to identify how well research instruments will work in the actual study by identifying potential problems and areas that might require adjustments (Dikko, 2016). Therefore, 30 sets of questionnaires were distributed to the Gen Y employees at Universiti Utara Malaysia for the pilot study.

### 3.7.1 Reliability Test

Reliability of measure is established by testing for both consistency and stability. The Cronbach's alpha was used to measure the reliability of the instruments in the study and it indicates how well the items in a set are positively correlated to one another.

Table 3.3 Rule of thumb about Cronbach's alpha coefficient size

<b>Cronbach's alpha coefficient range</b>	<b>Strength of association</b>
<0.6	Poor
0.6 to >0.7	Acceptable
0.7 to <0.8	Good
0.8 to <0.9	Very Good
0.9>	Excellent

Source: Hair et al. (2011)

Table 3.4  
*Pilot Reliability Test (n=30)*

<b>Variables</b>	<b>No. of items</b>	<b>Cronbach's Alpha</b>
Intention to Leave	6	0.623
Pay	6	0.855
Career Growth	6	0.825
Job Security	6	0.791

According to Table 3.4, it shows that intention to leave has the Cronbach's alpha value of 0.623 while the number of items for the variable is 6. Thus, the reliability test for this measure is considered as acceptable as the alpha value is over 0.60. For the pay, it shows the strength of association was 0.855 and it is considered as very good.

Third, career growth of the Cronbach's alpha represents a very good association with 0.825. Lastly, job security represents a good association at 0.791. Therefore, the items used in the questionnaire were good and acceptable to measure the dependent variable and independent variables.

### **3.8 Data Analysis Technique**

Analysis of the data obtained from the self-administered questionnaire was done using Statistical Package for Social Science (SPSS) version 22.0. This statistical software is widely used for analyzing data as well as performing presentation to illustrate the raw data into graphical and tabular forms. Besides, it can also be used to test the hypothesis.

#### **3.8.1 Descriptive Analysis**

The descriptive analysis useful for the researcher to make a general observation about the data collected such as demographic characteristics of respondents involving age, gender, academic qualification, length of services and job category and will be described by using percentage and frequency. This process is vital in

ensuring that the respondents obtained in this study represent all of the demographic characteristics and the variables of the Gen Y employees population.

### **3.8.2 Reliability Analysis**

Reliability of measure was established by testing for both consistency and stability. The Cronbach's alpha was used to measure the reliability of the instruments in the study and it indicates how well the items in a set are positively correlated to one another. The closer the Cronbach's alpha is to 1, the higher the internal consistency reliability (Sekaran & Bouge, 2013). The reason used this to see how well the items have a strong relationship to one another.

### **3.8.3 Correlation Analysis**

In this study, correlation was applied to investigate the strength of association between the independent and dependent variable. It is important to determine the significant correlation and how solid independent variables such as pay, career growth and job security on intention to leave. The Pearson correlation was used to measure the significance between the independent and dependent variable (Hair et al., 2011). A +1.0 correlation shows a perfect positive correlation between the variables. However, a -1.0 correlation shows a perfect negative correlation between the variables.

Table 3.5  
*Values of Correlations Coefficients*

<b>Coefficients Range</b>	<b>Strength of Association</b>
±0.91-1.00	Very Strong
±0.71-0.90	High
±0.41-0.70	Moderate
±0.21-0.40	Weak
±0.00-0.20	Very weak

### 3.8.4 Regression Analysis

Regression analysis is a set of statistical procedures used to predict and explain the value of a dependent variable based on the value of one or more independent variable (Fah & Hoon, 2009). According to Sekaran & Bounge (2013), it is used in a situation where one independent variable is hypothesized to affect one dependent variable. This type of relationship is either positively related or negatively related to the variables and can be determined through multiple regression analysis.

In addition, regression analysis is vital because it can forecast future outcomes. In this study, the reason for performing a multiple regression analysis was to identify the predictive influence of the independent variables such as pay, career growth and job security towards intention to leave. Multiple regressions are used the p-value for each variable to test the hypothesis. The hypothesis will be accepted with the p-value is  $<0.05$ . Otherwise, to show that the hypothesis is not significant to the dependent variables, the p-value is larger than the significant levels ( $>0.05$  &  $>0.01$ ).



### **3.9 Summary**

This chapter has explained the research method for the study. It described how the sample of respondents was obtained, research design, data analysis technique and data collection procedure that were used in this study. This chapter also briefly explained the adoption of various analysis such as reliability and regression analysis.



## CHAPTER FOUR

### RESEARCH FINDINGS

#### 4.1 Introduction

This chapter discusses the findings of the statistical analysis conducted in this study. The results of the study have been explained according to the analysis done using Statistical Programs for Social Sciences (SPSS) version 22.0. The analysis begins start by stating the response rate and the demographic information of the participants. Then, the report presents the findings of the hypothesis tested with both correlation and regression analysis.

#### 4.2 Questionnaire Response Rate

Questionnaires were distributed for the collections of data discussed in Chapter 3. A total of 100 questionnaires were distributed to the organization from 8<sup>th</sup> November until 13<sup>th</sup> November 2017. Participants were given a week to complete the questionnaire. A total of 100 questionnaires were returned which accumulate as 100% of the questionnaires were returned however 20% of the questionnaires were incomplete. Thus, only 80% of the questionnaires were used in this study.

### 4.3 Demographic Characteristic of the Respondents

The demographic items used in the questionnaire were analyzed to classify the respondents according to certain categories. The result of the demographic profile of the respondents in the organization is shown in Table 4.1. The respondents' demographic were divided into the category of Gen Y, gender, age and marital status.

Table 4.1 Demographics Characteristics (Gen Y, Gender, Age and Marital Status) of the Respondents

		Frequency	Percentage (%)
<b>Gen Y</b>	Yes	80	100
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Gender</b>	Female	12	15
	Male	68	85
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Age</b>	Below 20 years old	4	5
	21-25 years old	25	31.3
	26-30 years old	27	33.8
	31-36 years old	24	30
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Marital Status</b>	Single	43	53.8
	Married	37	46.3
	<b>Total</b>	<b>80</b>	<b>100</b>

Based on the Table 4.1, the majority of respondents were male respondents at 85%. Meanwhile, only 15% of the respondents were female. For the demographic information on the age of respondents, most respondents were between the age of 26 to 30 years old with the percentage of 33.8% and the smallest group of respondents answered were below 20 years old with the percentage of 5%. The other respondents represented 31.3% percentage from the age of 21 to 25 years old and 30% of the respondents were of 31 to 36 years old. Other than that, slightly more than half of the respondents in this study at the percentages of 53.8% were single while 46.3% were married.

Table 4.2  
Demographic Characteristics (Job Category, Length of Services, Academic Qualification, Position Status and Monthly Income) of the Respondents

		Frequency	Percentage (%)
<b>Job Category</b>	Executive	15	18.8
	Supervisor	5	6.3
	Admin Assistant	5	6.3
	Technician	52	65
	General Worker	3	3.8
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Length of Services</b>	Less than 1 year	19	23.8
	1 to 3 years	23	28.7
	4 to 6 years	16	20
	7 years above	22	27.5
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Highest Academic Qualification</b>	SPM	7	8.8
	STPM/Certificate	31	38.8
	Diploma	28	35
	Bachelor Degree	13	16.3
	Master/ PhD	1	1.3
	<b>Total</b>	<b>80</b>	<b>100</b>

Table 4.2 Continued

		Frequency	Percentage (%)
<b>Position Status</b>	Contract	69	86.3
	Permanent	11	13.8
	<b>Total</b>	<b>80</b>	<b>100</b>
<b>Income (Monthly)</b>	Less than RM 1000	3	3.8
	RM 1001 to RM2000	49	61.3
	RM2001 to RM3000	19	23.8
	RM3001 to RM4000	7	8.8
	More than RM4000	2	2.5
	<b>Total</b>	<b>80</b>	<b>100</b>

As shown in Table 4.2, the total output obtained from the frequency and percentage analysis done by using the SPSS software version 22.0. The respondents' demographics were divided by the length of services, job category, academic qualification, position status and monthly income.

For the demographic information on job category of the respondents, the majority of the respondents are working as a technician with the percentage of 65% and the smallest group is from the general worker with the percentage of 3.8%. The other respondents were working as supervisor and admin assistant at 6.3%. Meanwhile, 18.8% of the respondents were working as executives. For the length of services, most respondents have worked for the organization between 1 to 3 years with the percentage of 28.7%. The lowest percentage was from the respondent's length of services in 4 to 6 years with the percentage of 20%. The second highest percentage of respondents length of services was from 7 years and above with organization at 27.5% followed by respondents that have worked for the company for less than 1 year with a percentage at 23.8%.

For the demographic information on the highest academic qualification, most respondents had STPM/Certificate qualification with the total percentage of 38.8% followed by the Diploma holder 35%, Bachelor Degree 16.3%, SPM 8.8% and the least was from Master/ Ph.D. holder with the percentage of 1.3%. For the position status, most of the respondents have a contract position status with the percentage of 86.3% and only 13.8% of the respondents have a permanent position status. For the demographic information on the monthly income, the highest percentage of respondents were 61.3% had income between RM1001 to RM2000, followed by the 23.8% with an income of RM2001 to RM3000, 8.8% with an income of RM3001 to RM4000, 3.8% with an income that was less than RM1000 and 2.5% of respondents with income of more than RM 4000.

#### 4.4 Descriptive Analysis

Descriptive analysis was used to examine the general statistical description of variables in this study. Table 4.3 provides the summary statistics for the variables in this study.

Table 4.3 Mean and Standard Deviation of Variables

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>
Intention to Leave	3.5520	.71238
Pay	2.3958	.68044
Career Growth	2.7479	.68236
Job Security	2.5979	.62511

Table 4.3 shows the mean of intention to leave was 3.5520. Thus, it shows that most of the employees in the organization were considering leaving the company. Meanwhile, the standard deviation of intention to leave was .71238. For the independent variables of pay, the mean was 2.3958 and it is shows there was dissatisfaction regarding pay provided by the company. The mean value of the second independent variable which is career growth was 2.7479. It is shown that employees in the company had satisfaction with career growth, with only 2.7479. For the third independent variable of job security, the mean value was 2.5979. The highest standard deviation for independent variables came from career growth at 0.68236, followed by pay at 0.68044 and the lowest is job security at 0.62511.

#### **4.5 Reliability Analysis**

The reliability analysis was conducted to testing the consistency and stability of the variables in the study. To test the reliability, Cronbach's alpha was used in explaining how well the items in a set are positively correlated to one another. According to Hair et al. (2011), those over 0.90 in Cronbach's alpha are considered as excellent, those in the range of 0.80 is very good, reliabilities of 0.70 are considered to be good and reliabilities in the range of below than 0.60 are considered as poor.

Table 4.4 Reliability Test Results

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
Intention to Leave	6	0.892
Pay	6	0.766
Career Growth	6	0.786
Job Security	6	0.757

Table 4.4 shows the reliability test for intention to leave (dependent variable), pay, career growth and job security (independent variables). For the first dependent variable which is intention to leave, the Cronbach's alpha value was 0.892 with the number of items for the variable was 6. Thus, the reliability test for this measure was considered as very good as the alpha value was over 0.80.

For the first independent variable which is paid, the Cronbach's alpha value was 0.766 with the number of items of the variable was 6. It is shown that the Cronbach's alpha was in the range of 0.70 was considering as good. For the second independent variable which is career growth, the Cronbach's alpha coefficient for this variable was 0.786, and the strength of the variable can be considered as good. For the third independent variable which is job security, the Cronbach's Alpha showed the value of 0.757 and this was considered as good. Therefore, based on the reliability testing above, it can be concluded that all of variables in this study were positively correlated to one another.



#### 4.6 Pearson Correlation Analysis

A Pearson correlation matrix will indicate the direction, strength, and significance of the relationship among all the variables. Below is the table of correlation analysis:

Table 4.5 Pearson Correlation Matrix

		<b>Correlations</b>			
		<b>Intention to Leave</b>	<b>Pay</b>	<b>Career Growth</b>	<b>Job Security</b>
Intention to Leave	Pearson	1	.411**	.425**	.069
	Correlation				
	Sig. (2-tailed)		.000	.000	.543
	N	80	80	80	80
Pay	Pearson	.411**	1	.574**	.349**
	Correlation				
	Sig. (2-tailed)	.000		.000	.002
	N	80	80	80	80
Career Growth	Pearson	.425**	.574**	1	.370**
	Correlation				
	Sig. (2-tailed)	.000	.000		.001
	N	80	80	80	80
Job Security	Pearson	.069	.349**	.370**	1
	Correlation				
	Sig. (2-tailed)	.543	.002	.001	
	N	80	80	80	80

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

The Table 4.5 presents the result of the Pearson correlation matrix and revealed the relationship between the pay, career growth and job security with an intention to leave. It is revealed that the relationship between pay and intention to leave was a moderate and significant relationship as the coefficient of correlation value  $r=0.411$  ( $p<0.05$ ). Thus, it shows that pay had a positive and significant relationship with intention to leave. In Table 4.5, it also shows that the relationship between career growth and intention to leave was moderate and significant with  $r=0.425$  ( $p<0.05$ ). Therefore, it was shown that career growth had a positive and significant

relationship. However, the correlation matrix for the relationship between job security and intention to leave was considering as very weak and not significant relationship with the value of  $r=0.069$  ( $p>0.05$ ).

#### 4.7 Regression Analysis

The relationship between variables in this study was examined using the multiple regression analysis. The analysis was performed to determine whether there are relationships between pay, career growth and job security with the intention to leave.

The result of the multiple regression analysis is shown below:

Table 4.6 Model Summary Table

<b>Model Summary</b>				
Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	.490	.240	.210	.73898
a. Predictors : (Constant), Pay, Career Growth, Job Security				
b. Dependent Variable: Intention to Leave				

The Table 4.6 is the output summary of the multiple regression when all three independent variables simultaneously influence dependent variable, intention to leave. R-value indicates the correlation between the variables that was 0.490 and R Square value ( $R^2$ ) explains the variance, which was 0.240. It means that pay, career growth, and job security explained 24% of the variance in the intention to leave.

Table 4.7 Anova Table

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.107	3	4.369	8.000	.000 <sup>b</sup>
	Residual	41.503	76	.546		
	Total	54.610	79			

a. Dependent Variable: Intention to Leave

b. Predictors: (Constant), Job Security, Pay, Career Growth

The Table 4.7 indicates that 8.000 of the F Value is significant at the .000 level which is lower than 0.05. Thus, it shows that there was a significant relationship between all the independent variables which are pay, career growth, and job security.

Table 4.8 Coefficient Table

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
		1	(Constant)	4.798		
	Pay	.340	.152	.278	2.242	.028
	Career Growth	.376	.147	.319	2.551	.013
	Job Security	-.195	.146	-.146	-1.338	.185

a. Dependent Variable: Intention to Leave

The table 4.8 shows the result for regression coefficient for pay, career growth, and job security. The standard coefficient Beta ( $\beta$ ) reports career growth was the strongest predictor of intention to leave with ( $\beta=0.319$ ,  $p<0.05$ ) followed by a variable of pay ( $\beta=0.278$ ,  $p<0.05$ ). However, job security was not a predictor of intention to leave with ( $\beta=-0.146$ ,  $p>0.05$ ). All of the independent variables were

significant predictors of intention to leave except job security which the p values were more than 0.05.

#### 4.8 Hypothesis Testing

Based on the coefficient regression analysis, the result of the hypothesis was obtained with significant level  $p < 0.05$ , whereby two (2) hypothesis were accepted, although for job security hypothesis was rejected. Table 4.9 presents the summary of the hypothesis testing.

Table 4.9 Hypothesis Testing

HYPOTHESIS	RESULT
H1: There is a significant relationship between pay and intention to leave	Accepted
H2: There is a significant relationship between career growth and intention to leave	Accepted
H3: There is a significant relationship between job security and intention to leave	Rejected

#### 4.9 Summary

This chapter described the demographic characteristics of the 80 respondents and the results of correlation and regression analysis. The result showed that only pay and career growth had a significant relationship with intention to leave because the values of pay and career growth were 0.028 and 0.013 respectively where the p-values were below 0.05. The research implication, limitations and direction for future research are discussed in the next chapter.



## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

In this chapter, the findings of the study intention and the hypothesis developed will be discussed based on a review of the literature. Apart from that, limitations and recommendations for the future study will be discussed in this chapter of study.

#### **5.2 Overview of the Study**

This study is to determine the relationship between the three independent variables such as pay, career growth, and job security towards the intention to leave among the Gen Y employee from the FM Company, Johor Bahru. The findings of the study are important to the company in identifying the reasons for employee turnover. The discussion will explain the results of the findings with the literature review.

#### **5.3 Discussion**

The study focused on investigating the influence of pay, career growth and job security toward intention to leave among Gen Y at the FM Company. The discussion of the findings is presented below according to the research objective and hypothesis.

### **5.3.1 Relationship between pay and intention to leave**

The first research objective of this study is to investigate the relationship between pay and intention to leave. Based on the findings of both correlation and regression analysis, there was a positive and significant relationship between pay and intention to leave. Previous findings claimed that the lower satisfaction on pay could lead to higher intention to leave. Thus, this study also found that lower satisfaction on pay did contribute to influencing the employees not to stay in the organization.

Therefore, these findings are in line with the previous study conducted by Abiodun, Omotayu & Osibanjo (2012), Rusdi et al. (2015), Alshammari et al. (2016) and Tsai et al. (2016) which revealed a significant relationship between pay and intention to leave. According to Queiri, Yusoff and Dwaikat (2015), pay act as one of the factors contributing in turnover intention because of the employee thought on insufficient pay provided indirectly influenced employees to search another job in another organization. Moreover, when employees find that other people who are performing similar tasks are earning more than them, the employees might also consider leaving the organization (Rathakrishnan, Imm & Kok, 2016).

### **5.3.2 Relationship between career growth and intention to leave**

The second research objective of this study is to investigate the relationship between career growth and intention to leave. Based on the findings of both correlation and regression analysis, there was a positive and significant relationship between career growth and intention to leave.

Therefore, it was shown that there was a lower satisfaction on career growth that might influence in increasing intention to leave. Thus, this finding is consistent with the previous study conducted by Chay & Aryee (1999) and Umar (2016) which revealed a significant relationship between career growth and intention to leave. Accordingly, it influences the employee to leave the organization once the career growth is not promising to the employees such as in achieving career goals, gaining rewards and getting the promotion (Chen et al., 2015).

### **5.3.3 Relationship between job security and intention to leave**

The third research objective of this study is to investigate the relationship between job security and intention to leave. Based on the findings of regression analysis, it was found out that job security had an insignificant relationship with the intention to leave. Thus, this finding similar to previous studies when the job security was not significantly related with the intention to leave which in line with the previous studies conducted by Joarder et al. (2015) and Rathakrishan, Imm & Kok (2016).

Thus, the hypothesis was rejected because of the significant value of regression analysis is more than 0.05 ( $p > 0.05$ ). Since most of the employees in this organization have a contractual position, there was a lower satisfaction on the job security provided by the organization as shown in Table 4.3 with a mean of 2.5979, hence it was not a significant relationship on intention to leave. It was claimed by Rathakrishnan, Imm and Kok (2016), that employees are unlikely to leave the organizations because of the risk of seeking a new job in other organization. Furthermore, the higher unemployment rate among the Gen Y nowadays might



influence them to stay in the organization even though there are in a contractual position.

#### **5.4 Research Implications**

Intention to leave was shown to have a negative impact towards the organization in financial terms. It is not only will increase the training cost but also in time disruption to others employees. Therefore, to ensure the percentage in intention to leave among Gen Y employees is low, the organization needs to ensure the overall satisfaction on the employees by reconsidering a few things such as pay, career growth, and job security.

This study provided information that pay could influence in intention to leave among the Gen Y, the organization needs to take measurements of the pay satisfaction. For instance, the salary and other benefits critically matter for the Gen Y employees as they need to cope with the currently rising prices and lifestyle. Furthermore, these attributes of pay could enhance and boost the motivation of the Gen Y in giving the best services to the customers. Therefore, the organization could implement more effective pay in retaining their employees. As a Gen Y employee, they should possess good attitude-behavior in receiving a satisfactory pay from the organization. Thus, to implement more effective pay, the organization should revise their pay scale through a survey. This is because the survey is important to gain realistic views of competitors pay practices. Then, the organization could realize and determine their pay scale whether it is below market or higher than the market.

Apart from that, the organization can take a measure in awarding or increasing the promotion opportunities towards employees who have a higher skill and experience. Rather than waste the cost of training new employees, it is recommended for the organization to look at internal recruitment for enhancing the motivation of employees. As the Gen Y employees nowadays are seeking a better career, it is a great tool for decreasing the percentage of intention to leave. Apart from that, it is suggested for the organization support their employees in terms of study scheme for competent employees. So, it is not only would enhance motivation and increase retention but also the organization's performance.

### **5.5 Limitations and Future Research**

There are several limitations in conducting the study. This study only focused on the three factors in influencing intention to leave among Gen Y employees which were pay, career growth and job security which are limited to represent the factors of intention to leave. Therefore, it is suggested for future research to include another factor that leads to intention to leave among Gen Y such work-life balance, leadership, job stress, person-job fit and others human resource management practices.

Apart from that, the questionnaires itself could be a limitation of the study. The information might be inadequate and depended on the honesty of respondents. Therefore, the result is not easily confirmed. Furthermore, most of the employees are not working in the office due to different job scopes. Thus, it is suggested for the future researcher to complete the study using the qualitative method by doing an open-ended interview in obtaining the result that might not be accessible through

questionnaires. Therefore, the duration of respondents to respond towards the questionnaires should be considered to avoid respondents being forced to answer the questionnaires that might impact the results of findings.

## **5.6 Conclusion**

The three research objectives on determining the influence factors of pay, career growth and job security on intention to leave in the organization were significantly met. From the analysis, only pay and career growth significantly influenced the intention to leave among Gen Y employees. The first research objective stated the intention to investigate the relationship between pay and intention to leave. The result of the first hypothesis showed that the variable was a significant influence on intention to leave. The second research objective is to investigate the relationship between career growth and intention to leave. The results showed that the hypothesis was supported and there was a significant relationship between career growth and intention to leave. However, for the third research objective was found that job security did not have a significant relationship with intention to leave. In other words, job security is not a factor in influencing intention to leave among the Gen Y employees.

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**Appendix**  
Questionnaire



**Questionnaire**

**“The Influence of Pay, Career Growth and Job Security toward Intention To Leave Among Gen-Y At FM Company”**

Dear Sir/ Madam

I am a Master of Human Resource Management (MHRM) student from Universiti Utara Malaysia. This is a research I am conducting regarding the title above to fulfill my academic requirement for the final year course. Thus, I would like to attain your kindness to fulfill this questionnaire. This questionnaire is divided into three (3) sections; A, B and C. I assure that your responses will be held in confidential and would only be used for academic purposes only. Thank you for your cooperation.

*Tuan/ Puan,*

*Saya merupakan pelajar Sarjana Pengurusan Sumber Manusia (MHRM) dari Universiti Utara Malaysia. Saya sedang menjalankan kajian berkenaan tajuk di atas untuk memenuhi syarat keperluan akademik bagi kursus tahun akhir. Justeru itu, saya memohon jasa baik tuan/puan untuk mengisi borang selidik ini. Borang ini terdiri daripada tiga (3) bahagian iaitu bahagian A, B dan C. Segala maklumat yang pihak tuan/puan berikan akan dianggap sulit dan digunakan hanya untuk tujuan akademik sahaja. Segala kerjasama tuan/puan dalam membantu kajian ini saya dahului dengan ucapan ribuan terima kasih.*

**Nor Aleyamira Binti Ahmad Faizol (812059)**

**Master in Human Resource Management**

**Othman Yeop Abdullah Graduate School of Business, UUM**

**SECTION A: DEMOGRAPHIC INFORMATION / MAKLUMAT**

**DEMOGRAFI**

Please tick (/) the relevant boxes.

*Sila tanda (/) pada kotak yang bersesuaian.*

1. **Generation Y** is referring to those who shares birth years within the group, generally include those who are born between the year 1981-2000.

*Generasi Y merujuk kepada mereka yang berkongsi tahun kelahiran dalam kumpulan, secara amnya termasuk mereka yang dilahirkan antara tahun 1981-2000.*

I am a Generation Y / *Saya ialah Generasi Y*

I am not a Generation Y (Thank you for your time. This questionnaire is not relevant for you) / *Saya bukan Generasi Y (Terima kasih atas masa anda. Soal selidik ini tidak relevan untuk anda)*

2. **Gender / Jantina**

Female / Perempuan

Male / Lelaki

3. **Age / Umur**

Below 20 / Bawah 20

21- 25

26 - 30

31 – 36

4. **Job Category / Kategori Jawatan**

Executive / Eksekutif

Supervisor / Penyelia

Admin Assistant / Pembantu Tadbir

Technician / Juruteknik

General Worker / Pekerja Am

**5. Length of Services / *Tempoh Perkhidmatan***

- |                          |                                        |
|--------------------------|----------------------------------------|
| <input type="checkbox"/> | Less than 1 year / kurang dari setahun |
| <input type="checkbox"/> | 1 to 3 years / 1 hingga 3 tahun        |
| <input type="checkbox"/> | 4 to 6 years / 4 hingga 6 tahun        |
| <input type="checkbox"/> | 7 years above / 7 tahun ke atas        |

**6. Highest academic qualification completed / *Kelulusan akademik tertinggi***

- |                          |                                                  |
|--------------------------|--------------------------------------------------|
| <input type="checkbox"/> | SPM                                              |
| <input type="checkbox"/> | STPM / Certificate / Sijil                       |
| <input type="checkbox"/> | Diploma / Diploma                                |
| <input type="checkbox"/> | Bachelor Degree / Ijazah Sarjana Muda            |
| <input type="checkbox"/> | Masters / Phd / Sarjana / Ijazah Doktor Falsafah |

**7. Marital Status / *Taraf Perkahwinan***

- |                          |                     |
|--------------------------|---------------------|
| <input type="checkbox"/> | Single / Bujang     |
| <input type="checkbox"/> | Married / Berkahwin |

**8. Position Status / *Status Jawatan***

- |                          |                    |
|--------------------------|--------------------|
| <input type="checkbox"/> | Contract / Kontrak |
| <input type="checkbox"/> | Permanent / Tetap  |

**9. Income / *Pendapatan (Monthly/Bulanan)***

- |                          |                                             |
|--------------------------|---------------------------------------------|
| <input type="checkbox"/> | Less than RM 1000 / Kurang daripada RM 1000 |
| <input type="checkbox"/> | RM 1001 to RM 2000                          |
| <input type="checkbox"/> | RM 2001 to RM 3000                          |
| <input type="checkbox"/> | RM 3001 to RM 4000                          |
| <input type="checkbox"/> | More than RM 4000 / Lebih daripada RM 4000  |

**SECTION B ( INTENTION TO LEAVE)/ SEKSYEN B (BERNIAT UNTUK KELUAR DARI ORGANISASI)**

Please circle the number to indicate the extent to which you agree or disagree with the following statements

*Sila bulatkan pada nombor untuk menunjukkan sejauh mana anda bersetuju atau tidak bersetuju dengan kenyataan berikut.*

	<b>Strongly disagree/ Sangat tidak bersetuju</b>	<b>Disagree/ Tidak bersetuju</b>	<b>Neutral / Natural</b>	<b>Agree/ Setuju</b>	<b>Strongly agree/ Sangat bersetuju</b>
7. As soon as I can find a better job, I will leave the organisation <i>Sebaik sahaja saya dapat mencari pekerjaan yang lebih baik, saya akan meninggalkan organisasi ini</i>	1	2	3	4	5
8. I am actively looking for a job outside the organisation <i>Saya secara aktif mencari peluang pekerjaan di luar organisasi</i>	1	2	3	4	5
9. I am seriously thinking of quitting my job <i>Saya serius berfikir untuk berhenti kerja</i>	1	2	3	4	5
10. I intend to ask people about new job opportunities <i>Saya ada bertanya kepada orang mengenai peluang pekerjaan baru</i>	1	2	3	4	5
11. I am planning to look for a new job <i>Saya merancang untuk mencari kerja baru</i>	1	2	3	4	5
12. I do not plan to be in this organisation much longer <i>Saya tidak merancang untuk berada di organisasi ini untuk tempoh yang lebih lama</i>	1	2	3	4	5

**SECTION C (FACTORS INFLUENCING)/ SEKSYEN C (FAKTOR YANG MEMPENGARUHI)**

Please circle the number to indicate the extent to which you agree or disagree with the following statements

*Sila bulatkan pada nombor untuk menunjukkan sejauh mana anda bersetuju atau tidak bersetuju dengan kenyataan berikut.*

**i. Pay / Gaji**

	<b>Strongly disagree/ <i>Sangat tidak bersetuju</i></b>	<b>Disagree/ <i>Tidak bersetuju</i></b>	<b>Neutral / <i>Natural</i></b>	<b>Agree/ <i>Setuju</i></b>	<b>Strongly agree/ <i>Sangat bersetuju</i></b>
1. I am satisfied with my salary <i>Saya berpuas hati dengan gaji saya</i>	1	2	3	4	5
2. My pay encourage me to improve the quality of work <i>Gaji saya menggalakkan saya untuk meningkatkan kualiti kerja</i>	1	2	3	4	5
3. I earn more than others who do similar work at other organisation <i>Saya memperolehi gaji yang lebih tinggi berbanding dengan pekerja di organisasi lain</i>	1	2	3	4	5
4. I am satisfied with the benefit I received <i>Saya berpuas hati dengan faedah yang diterima</i>	1	2	3	4	5
5. I feel that I have been paid fairly accordingly to my work task <i>Saya rasa saya telah dibayar dengan sewajarnya mengikut tugas kerja saya</i>	1	2	3	4	5
6. I feel that my pay is enough for me <i>Saya rasa gaji yang diberi adalah mencukupi bagi saya</i>	1	2	3	4	5

ii Career Growth/ Pertumbuhan Kerjaya

	Strongly disagree/ <i>Sangat tidak bersetuju</i>	Disagree/ <i>Tidak bersetuju</i>	Neutral / <i>Natural</i>	Agree/ <i>Setuju</i>	Strongly agree/ <i>Sangat bersetuju</i>
1. I feel that my present job will lead to future accomplishment of my career goals <i>Saya merasakan bahawa pekerjaan saya sekarang akan membawa kepada pencapaian masa depan kerjaya saya</i>	1	2	3	4	5
2. My job is relevant to my career development <i>Pekerjaan saya adalah relevan dengan perkembangan kerjaya saya</i>	1	2	3	4	5
3. My present job encourages me to continuously gain new job related skills <i>Pekerjaan saya sekarang mendorong saya untuk terus mendapatkan kemahiran baru yang bersesuaian dengan pekerjaan saya</i>	1	2	3	4	5
4. The probability of being promoted in this organisation is high <i>Peluang untuk kenaikan pangkat dalam organisasi ini adalah tinggi</i>	1	2	3	4	5
5. My promotion speed in the present organisation is fast <i>Kenaikan pangkat saya di organisasi ini cepat</i>	1	2	3	4	5
6. My salary is growing quickly in my present organisation <i>Gaji saya meningkat dengan cepat dalam organisasi ini</i>	1	2	3	4	5

ii. **Job Security/ Jaminan Pekerjaan**

	<b>Strongly disagree/ <i>Sangat tidak bersetuju</i></b>	<b>Disagree/ <i>Tidak bersetuju</i></b>	<b>Neutral / <i>Natural</i></b>	<b>Agree/ <i>Setuju</i></b>	<b>Strongly agree/ <i>Sangat bersetuju</i></b>
1. This job offers me continued long term security <i>Pekerjaan ini menawarkan saya jaminan pekerjaan dalam jangka panjang yang berterusan</i>	1	2	3	4	5
2. Most people doing this job in this organisation have a long term security <i>Kebanyakan pekerja di dalam organisasi ini mempunyai jaminan pekerjaan jangka panjang</i>	1	2	3	4	5
3. I will be able to keep my present job as long as I wish <i>Saya mampu untuk mengekalkan pekerjaan saya sekarang di organisasi ini selama mana yang saya inginkan</i>	1	2	3	4	5
4. I am confident that I will be able to work for my organisation as long as I want <i>Saya yakin bahawa saya akan dapat bekerja di organisasi ini selama mana yang saya mahu</i>	1	2	3	4	5
5. Regardless of economic conditions, I will have a job at my current organisation <i>Tanpa menghiraukan keadaan ekonomi, saya akan tetap mempunyai pekerjaan di organisasi saya sekarang</i>	1	2	3	4	5
6. There is a risk that I will have to leave my present job in future <i>Terdapat risiko bahawa saya perlu meninggalkan pekerjaan saya sekarang di masa hadapan</i>	1	2	3	4	5



**Your time and cooperation are sincerely appreciated. Please check to make sure no questions are skipped inadvertently.**

**Thank you for your cooperation/**

***Masa dan kerjasama anda dihargai dengan tulus ikhlas. Sila semak untuk memastikan tiada soakan dilangkau secara tidak sengaja. Terima kasih atas kerjasama anda.***



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