

**FACTORS ASSOCIATED WITH INTENTION TO
RETIRE AMONG THE GRADUATE TEACHERS IN
LARUT, MATANG AND SELAMA. PERAK**

A project paper submitted to the Graduate School in partial
fulfillment of the requirements for the degree
Master of Science (Management),
Universiti Utara Malaysia

by

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ABSTRAK

*Sejak akhir-akhir ini perangkaan menunjukkan telah wujud peningkatan dalam kecenderungan untuk bersara **awal** di kalangan guru-guru siswazah. Walaupun keadaan ini tidak mendesak dan masih **terkawal**, jika tidak dibendung ia mungkin akan menjejaskan perkhidmatan pendidikan **pada** masa akan datang.*

*Kajian ini bertujuan untuk **menyelidik sama ada** wujud hubungan yang signifikan di antara kecenderungan untuk bersara **dengan kepuasan kerja, ketegangan kerja, persepsi ketidaksaksamaan, peluang menajukan diri dan komitmen organisasi**. Manakala faktor demografi seperti **umur, jantina dan gaji** digunakan untuk mengkaji **sama ada ia** menyederhanakan hubungan di antara pembolehubah bersandar dengan pembolehubah **bebas**. 242 **orang** responden yang terdiri daripada guru-guru siswazah daripada 17 sekolah di daerah Larut **Matang dan Selama** Perak digunakan untuk menjawab 33 **soalan** yang telah dibentuk. Ujian **awal** untuk menguji kesahan **soalan** mendapati bahawa **soalselidik ini** mempunyai **reliabiliti** mengikut **skala** pengukuran Alpha Cronbach (0.8178). Data-data dianalisis dengan menggunakan 'software' SPSS version 7.5.*

*Walaupun kajian-kajian yang **lalu turut** menggunakan pembolehubah yang **sama seperti** yang digunakan di **dalam** kajian ini tetapi tiada satupun kajian yang*

telah **dilakukan ke atas** guru siswazah terutamanya **di** daerah yang **lebih kecil**. Kajian ini mendapati **empat** daripada **lima** pembolehubah bebas mempunyai **hubungan yang signifikan dengan keupasan kerja**. *Kepuasan kerja dan komitmen organisasi mempunyai hubungan negatif yang signifikan manakala ketegangan kerja dan penguang unfuk memajukan diri didapati mempunyai hubungan positif yang signifikan dengan kecenderungan untuk bersara*. Ini bermakna **jika tahap keupasan kerja dan komitmen organisasi seseorang guru itu rendah** manakala **fahap ketegangan kerja dan peluang** untuk memajukan **diri di fempat lain tinggi** dia **mungkin mempunyai tendensi untuk meninggalkan lapangan keguruan**. *Umur, janfina dan gaji tidak menyederhanakan hubungan di antara pembolehubah bersandar dengan pembolehubah bebas*. Namun **begitu** terdapat **perbezaan yang signifikan di antara** kecenderungan untuk bersara dengan **kumpulan gaji guru-guru**. Mereka yang menerima **gaji rendah lebih cenderung untuk mencari pekerjaan lain**. *Kepuasan kerja merupakan peramal utama bagi kecenderungan untuk berhenti kerja*. **Kelima-lima pembolehubah ini secara signifikan hanya menerangkan 70.07% daripada varians dalam** kecenderungan untuk bersara. Ini bermakna terdapat **bayak lagi faktor lain yang harus dipertimbangkan**. *Sungguhpun begitu hubungan yang signifikan fefap wujud di antara kecenderungan untuk bersara dengan lima pembolehubah bebas tersebut*. **Oleh yang demikian cadangan telah dibuat** agar Kementerian Pendidikan **dapat melakukan sesuatu untuk mengafasi masalah ini**.

ABSTRACT

*Lately, statistic indicates that tendency to opt for early retirement among **the** graduate school teachers has increased. Although the situation is **still** under control this trend could be a cause of concern given the decrease in interest among the youth may effect the teaching organization in future.*

*This study which investigates factors **associated** with intention to rehire among the graduate teachers in 17 secondary school in the district of **Larut Matang** and Selama of **Perak**, ventured to established whether intention to rehire is significant/y related to job satisfaction, work stress, perceived inequities, advancement opportunities and organizational commitment. Age, gender and salary were used as the demographic factors in investigating whether they moderate the five independent variables. The sample consisted of 242 graduate **teachers** from 77 secondary schools in the district. A self-constructed **33-items** questionnaires were used for data collection to measure the variables. A pilot test was carried out to ensure **the** validity and reliability of the instrument (Cronbach's $\text{Alpha} = 0.8178$). Statistical Packages for Social Science' (**SPSS**) software version 7.5 were used to analyze the data.*

Previous studies on intention to rehire had included **all the** independent variables, however no study employing such a model has been done on graduate teachers especially in a smaller district. The findings of this study support some **but** not all of the **relationships** hypothesized. Job satisfaction and organizational commitment were found to have a significant negative associations with teachers' intention to rehire. Advancement opportunities and work stress were found to be positively **correlated** but perceived inequities was not significantly correlated to intention to rehire. **Intention** to rehire among the teachers tend to increase with increased work stress, lower job satisfaction, less **opportunities** for advancement and lower organizational commitments. Age and gender and salary did not appear to moderate the relationship between intention to rehire with the five independent variables, **but** there was a significant different intention to rehire among **the** various salary group. There is a tendency for teachers who receive less salary **to opt** for early retirement. Job Satisfaction appear to be the best predictor for intention to rehire. **All** the five variables significantly explained only **10.01%** of the dependent variable, meaning there are **still** other factors that has **to** taken into account. Since **there** was a significant association between intention **to** rehire with the independent variables, recommendation has been made so that certain measures can be made by the Ministry of Education in order **to** retain **the** graduate **teachers** in the service.

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To

Ayah, Almarhum Hj Sutan Tahrudin & Bonda, Almarhumah Siti Rasimah

Al Fatihah

and to my wife:

Intan Azlina bt. Abdullah

My children:

Herzy Firdaus

Hani Fazlin

Hafizul Fahmy

Hanif Faizal

Haris Fitri

and to my brothers and sisters

IT IS TO YOU I DEDICATE THIS SUCCESS

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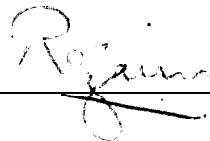
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CHAPTER ONE

INTRODUCTION

The Ministry of Education is the biggest family among the Malaysian Civil service. To date the ministry boasts an establishment strength of about 280,000 teachers (Jurnal Wawasan Pendidikan, 1996). Out of that 58% or 162,400 are graduate teachers (7th Malaysian Plan Report, 1996). According to the statistics issued by the Ministry of Education, Malaysia, lately the intentions for early retirement among teachers who has been in service for more than **10** years have increased tremendously. Majority of those involved are teacher with a degree qualification. The number is not small for those who has concluded their scholarship contract to opt for other jobs that are totally different from the teaching profession. There are even teachers who are still under contract, but left the mandatory service by refunding the amount set by the government (**Noran, Ahmad** Mahidzan, 1990). Although the number keeps increasing from to time, in term of percentage it is still below 15%. Most of them have quit teaching by joining the legal services, politics, private sectors, administration, management, journalism, executive officers and some are self employed. Their achievements in exploring the new sectors have generated the motto: "those who can, do: those who can't, teach".

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