

FACTORS AFFECTING INTENTION TO LEAVE

A Thesis Submitted to the Graduate School in Partial

Fulfilment of the Requirement for the Degree

of Master of Science (Management)

By

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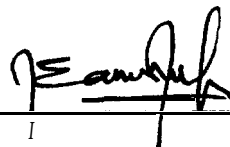
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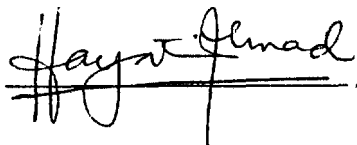
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ABSTRAK

Penyelidikan **ini mengkaji** hubung-kait **antara** persepsi pekerja mengenai **gaya** kepemimpinan ketua (iaitu berorientasikan kerja dan kemanusiaan) beserta beberapa **faktor** demografi terhadap niat mereka untuk berhenti kerja daripada sesebuah organisasi. Hasil penyelidikan **ini** menunjukkan bahawa hanya persepsi pekerja mengenai **gaya** kepemimpinan ketua yang berorientasikan kemanusiaan sahaja yang merupakan faktor utama di dalam mempengaruhi niat untuk berhenti kerja. Perhubungan **ini** secara statistiknya adalah signifikan **pada** aras keertian 5 %. Dalam konteks **ini**, ketua yang mempunyai **gaya** kepemimpinan yang berorientasikan kemanusiaan yang tinggi akan mempunyai pekerja yang mempunyai mat yang **rendah** untuk berhenti kerja. Di **samping** itu, **umur**, tempoh kerja, dan status kerja adalah beberapa **faktor** demografi yang mempunyai hubung-kait yang signifikan terhadap mat pekerja untuk **berhenti** kerja daripada organisasi tersebut.

ABSTRACT

This study examines the correlations between employees' perception of their superiors' leadership styles (i.e task- and people-orientations) together with a few demographic factors and their intentions to leave the organizations. The research findings have shown that only the employees' perception of the superiors' leadership style of people-orientation is a major factor related to the intention to leave. This relationship is statistically significant at the level of 5 %. In this context, leaders who have high people-orientation leadership style will have subordinates who have low intentions to leave. Beside that, age, organizational tenure, and job status are a few demographic factors which are also significantly related to employees' intentions to leave the organization.

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LIST OF ABBREVIATIONS

HR	Human Resource
LPC	Least Preferred Co-worker
LASI	Leader Adaptability and Style Inventory
LEAD	Leader Effectiveness and Adaptability Description
DMM'S	Divisional Merchandizing Manager's
LBDQ	Leader Behavior Description Questionnaires
SPM	Sijil Pelajaran Malaysia
MCE	Malaysian Certificate of Education
ANOVA	Analysis of Variance
MR	Malaysian Ringgit
SBDQ	Supervisor Behavior Description Questionnaires
LOQ	Leader Opinion Questionnaire

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CHAPTER1

INTRODUCTION

1.1 Chapter Overview

This chapter consists of five major areas namely i) statement of the research problem, ii) research objectives, iii) significance of the study, iv) research scope, assumption and limitations, v) layout of the remaining chapters.

1.2 Statement of the Research Problem

The problem of labor shortage which was highlighted in mass media recently, has lead to an alarming issue of increased labor turnover rates in a number of organizations in Malaysia. It has also become a major issue to companies' top management as it can be directly related to organizational ineffectiveness. This ineffectiveness could be in terms of lowering in productivity (Swinney, 1987) and also in terms of the costs incurred to the organizations for direct investments in human capital, manpower training and recruitment (Weisberg & Kirschenbaum, 199 1).

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