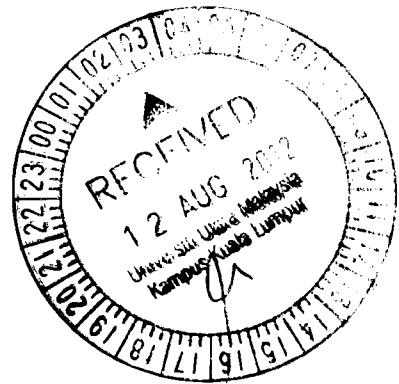


**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND TURNOVER
INTENTION AMONG GENERATION Y: THE MEDIATION EFFECT OF
ORGANIZATIONAL COMMITMENT**



By:

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**Master Project Submitted To
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in Fulfillment of the Requirement for the Msc. Management
2012**



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

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ABSTRACT

Turnover intention is a continuous issue which has effected organizations until today. Many organizations have tried to understand the factors that could contribute to turnover intention among employees. Although many research have been conducted to study the turnover intention based on variables such as job satisfaction and organizational commitment, the research conducted may not be relevant due to lapse of time. Contemporary studies need to be conducted in order to understand the perception of the new generation of employees particularly among generation Y. New studies need to be conducted in order to understand the new way of thinking among employees especially the new generation and what are the dominant factors that could effect the turnover intention among these employees.

Based on previous research, this study is conducted among generation Y employees, majority of employees today (year 2012) consist of generation Y which is age from 19 to 35. This study also trying to understand the mediation effect of organizational commitment on the relationship between job satisfaction and turnover intention among these generation so that the study could give more inputs in terms of how organizational commitment could be important in terms of the effect on turnover intention.

Data was analyzed using "Statistical Package for Social Science" (SPSS) version 15 and a total of 242 respondents was selected using random sampling technique in order to understand the relationship between job satisfaction and turnover intention and how organizational commitment mediates the relationship between the two variables. Bothe descriptive and the inferential analysis employed in this study. The results of the analysis found the relationship of job satisfaction and turnover intention

generally support the hypothesis as well as the mediation effect of organizational commitment on the relationship of these two variables. There are also additional findings whereby work itself is the dominant factor in job satisfaction compared to the other job satisfaction dimension namely pay, promotion and supervision. Some suggestions has been recommended for practitioners and future research to be more complete and comprehensive.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

In this chapter, the background of study will be presented which gives a brief introduction on the variables being studied. In this chapter also, the problem statement, research objective, research questions, scope of study and significant of study will be discussed to give understanding on the research conducted. Next, operational definition of terms will be presented to define the terms use in this study as well as the how the terms are being measure in this study. Finally, organization of the study is to give understanding on how the research is organize in order to conduct the study.

1.2 BACKGROUND OF THE STUDY

In the business environment today, employees are considered as one of the most important assets in a company. Employees are important in order to execute the operations of the business as well as making decisions and implementing strategies in order to achieve the vision, mission and objective of the company. According to Fawcett, Rhoads and Burnah (2004), many managers point to their company's people as their most important competitive capabilities. Employees considered as one of the factor that could well determine company's competitive advantage. In other words, retaining capable employees will be one of the most key indicator of achieving competitive advantage. No doubts that in today's fast pace business environment, companies need their employees to carry out their everyday activities. Nevertheless,

employers needs to understand the attitudes of their employee in order for the employees to be productive for the company. One of the job attitudes that need to be taken into account seriously is turnover intention.

Employers need to deal with turnover among their employees which may address issues for the employers. Turnover will be derived based on the intention of the employees to leave. According to Mobley (1977), turnover intention is defined as the intention to leave a job on a voluntary basis. Another study which was conducted by Lyons (1971) , the author stated that turnover intention defines as one's propensity to leave. Therefore, the turnover intention can lead to employees likelihood of leaving the job which may cause the company to face many issues in terms of low headcount or productivity for that particular role, department or business unit. Manpower are needed for companies to generate revenue, without employees, no revenue could be generated and which may affect the profitability of the company. According to Mcevoy and Cascio (1985), many scholars assumes that turnover intention is a workplace phenomenon that must be prevented as far as possible. Many companies are also trying to prevent such phenomenon because of the cost that needs to be bear by the companies in terms of finding new candidate for a particular role i.e recruitment and training of new employee (Schyns, Torka and Gossling, 2007).

Many research have been conducted on turnover intention which implies to a negative aspects which can be a barrier for the employer in terms of achieving organizational vision. Turnover would cause the increase of costs such as time consume on the recruiting process while that time can be use for production purposes. Nevertheless, According to Schyns, Torka and Gossling (2007), turnover intention is a phenomenon or job attitudes which are consider a positive feeling in the employee's perspective. This is referred to the employee career development i.e

better job offer and benefit. Logically, an employee who has an opportunity offered to them to develop their career will tend to take the offer in order to satisfy their needs.

There are many researches which have contributed to the study of turnover intention based on the satisfaction of the employee (e.g. Mobley, 1977; Price and Muller, 1986; Morell et al., 2001). These studies have come out with models which are commonly used to conduct a study on the relationship between job satisfaction and turnover intention.

Turnover intention among employees can be derived based on many aspects or factors. One of the aspects is job satisfaction. According to Robbins and Judge (2011), job satisfaction is a positive feeling about a job resulting from evaluation of its characteristics. The characteristics that are evaluated by the employee are broad including pay, promotion, supervision, the work itself and many more. Job satisfaction defined by Locke (1976), as a state where one's needs and outcome match well. Therefore, if an employee is satisfied with their current job, there are possibilities for them conforming to the employer's expectation and hence become more productive and will be an asset to the company.

Many studies have been conducted to find the relationship between job satisfaction and turnover intention. One of the studies which is done by Falkenberg and Schyns (2007), indicates that there is a negative relationship between job satisfaction and turnover intention. While previous studies examine turnover intention among employees across various age groups or generations, there is a need to study this phenomenon among Generation Y. Generation Y, according to Bartlett (2004) and Dalton (2003) is people who were born between 1977 and 1995. This generation, as

at 2012, would be people of the age of 19 to 35. The generation Y is the second largest generation, following the baby boomers with 76 million members according to the Time Magazine Business (2007). According to Trunk (2007) and Randle (2010), they mentioned that there are significantly increase in high turnover rate among Generation Y. Nevertheless, the context discussed is mainly in the western culture. This will actually be the basis of this study whereby this study is intended to find the relationship between job satisfaction and turnover intention among generation Y in the context of Malaysia where the study will be conducted.

1.2.1 PROBLEM STATEMENT

The problem statement for this research is to examine the relationship between job satisfaction and turnover intention among generation Y and how organizational commitment mediates the relationship between job satisfaction and turnover intention among this generation. The organizational commitment may mediates the attitude of the employee of having the intention to quit their job whether they are satisfied with the job or not.

In the fast pace business world today, employers need to gain competitive advantage in order to be more superior than their competitors. Some organizations do this by creating an innovative product in order to differentiate their products from others. The innovation of these products is design and planned carefully by employees which are the one who will come up with fascinating ideas in order to contribute to the companies as well give the edge to achieve the competitive advantage. Without employees, no product can be design as well as be produced in order to achieve the corporate goals. This is the reason why the most important asset in a company is their employees.

Employers need to understand the attitude of their workers as well as their needs to keep them satisfied in the work environment to be more productive which can contribute to the increase of company's revenue. Without the relevant understanding of what will be satisfied their employees will lead to turnover intention among employees. Previously, it indicates that generation Y is generation which age between 19-35 as at 2012 which simply means that the workforce today will in this age area. According to Trunk (2007) and Randle (2010), it also indicates that there is a significantly high turnover rate of this generation. In order to maintain corporate stability in terms of workforce, employers needs to focus on understanding this generation attitudes towards job satisfaction and turnover intention which will benefited the company in terms of retaining their best performing employee.

In terms of the organizational commitment, employer's need to understand the variable and how this variable mediates the relationship between job satisfaction and turnover intention. There are research by Perryer, Jordan, Firms, Travaglione (2010) which indicates that there is significant relationship between organizational commitment and turnover intention. This give some basis that organizational commitment could have mediation effect on the relationship between job satisfaction and turnover intention.

1.2.2 RESEARCH OBJECTIVE

The general objective of this research is to examine the relationship between job satisfaction and turnover intention among generation Y with the presents of organizational commitment as a mediator among Generation Y. By examining these relationships specifically among generation Y, there will be a greater understanding on the current generation of employees serving in the organizations today. This

objective is in line with what is intended to be study in terms of understanding the Generation Y towards the relationship of job satisfaction and turnover intention.

There are also specific objectives that has been constructed for this study in order to understand specific relationship between the variables. The followings are the specific objectives of this study:

- i. To examine the significant difference of turnover intention between gender (Male and female) among generation Y.
- ii. To examine and identify the significant difference of turnover intention between age, race, marital status, working experience and education group among generation Y.
- iii. To examine the significant relationship between Job satisfaction and turnover intention among generation Y.
- iv. To examine the significant relationship between Job satisfaction and Organizational Commitment among Generation Y.
- v. To examine significant relationship between Organizational commitment and turnover intention among Generation Y.
- vi. To examine how organizational commitment mediates the relationship between Job satisfaction and turnover intention among generation Y.

1.3 RESEARCH QUESTIONS

In order to conduct a research, a well constructed research question is essential in order to set a path of the research. By answering the research question, the study will be more understandable of what is intent to be studied. This research attempt to answer these questions which related to the relationship of job satisfaction, organizational commitment, and job satisfaction among Generation Y.

- i. Is there any significant difference of turnover intention between gender (Male and female) among generation Y?
- ii. Is there any significant difference of turnover intention between age, race, marital status, working experience and education group among generation Y.
- iii. Is there any significant relationship between Job satisfaction and turnover intention among generation Y?
- iv. Is there any significant relationship between Job satisfaction and Organizational Commitment among Generation Y?
- v. Is there any significant relationship between Organizational commitment and turnover intention among Generation Y?
- vi. Does organizational commitment mediates the relationship between Job satisfaction and turnover intention among generation Y?

1.4 SCOPE OF STUDY

This study is concern mainly on the relationship of job satisfaction and turnover intention among generation Y. This researcher will also conduct a study on how organizational commitment mediates the relationship between the two variables named job satisfaction and turnover intention. The study among generation Y is emphasis because majority of the workforce will be in this generation as explain previously, since the generation Y is age between 19-35 years old. This will contribute to contemporary studies since it emphasizes on generation which will be the majority in the workforce in 10 years to come. The researcher would conduct the study on industry which has high turnover rate in Malaysia, according to the study conduct in 2010-2011 by Malaysia Employers Federation (MEF) (Goh, 2012) which is IT/Communication industry. The industry is chosen because base on the study conducted by MEF, IT/Communication industry is one with the most highest rate of

turnover. The researcher hoped that this study will help the management in companies to understand the relationship between job satisfaction and turnover intention among generation Y and how organizational commitment can mediate the relationship among generation Y in order to reduce the rate of turnover in their respective organizations.

1.5 SIGNIFICANCE OF STUDY

According to Joefowics (2003) and Solomon (2007), Generation Y is particularly an attractive segment as it is the largest demographic group in many developed countries and is also a highly lucrative segments. By studying the largest demographic group, it will give an overview of this generation's attitude as well as understanding the majority of the population.

For organizations and practitioners, the significance of the study is that by knowing factors that may contribute the turnover intention among Generation Y, it will help organizations to improve the turnover rate among the employees in the organization since the generation Y is one of the largest generation in terms of its population. The satisfaction and commitment level of Generation Y may be different and may give information to employers on how to retain the generation Y employees. for example, an employee with high salary will not have the intention to leave the organization even though he or she do not satisfied with the supervision since the employee considers pay as the top priority to satisfy their needs. These will give insights on what are the most important factor to retain the generation Y. Such factors will actually help organization to overcome turnover rate.

The significance of this study in terms of academic or knowledge is to contribute to the body of knowledge in understanding the relationship of job satisfaction and

turnover intention and how organizational commitment mediates these relationship specifically among the generation Y. This study will help to understand to whether if there is a different in terms of the perception of job satisfaction among generation Y that can lead to turnover intention.

1.6 OPERATIONAL DEFINITIONS OF TERMS

The operational definitions of turnover intention as define by Tett and Meyeer (1993), is the factor constitutes the final cognitive step in the decision making process in which an employee actively considers quitting and searching for alternative employment. For this study the scale to measure the turnover intention is adapted from Camman, Fichman, Jenkins and Klesch (1982).

Job satisfaction is define by Locke (1969) as a function of the perceived relationship between what one want from one's job and what one perceived it as offering. The job satisfaction in this study is measure by the dimensions namely pay, promotions, work itself and supervision in the respondent's organization and the scale is adapted from Weiss, Darwis, England and Lofquist (1967) and Job descriptive Index (Smith, Kendall and Hulin, 1969).

For organizational commitment, the operational definitions in this study, according to Mowday et al. (1979, 1982) is the relative strength of an individual's identification with and involvement in a particular organization . The scale to measure this variables in the study is adapted from porter et al. (1974) which has 15 questionnaires in order to measure the organizational commitment among the respondents for the study.

1.7 ORGANIZATION OF THE STUDY

This study has been organized by the researcher into five chapters which will be discussed in depth and extensively in the study. The first chapter is the introductory part of the research whereby the background of the study, problem statement, research objective as well as research questions is presented in order to give further understanding about the research that will be conducted by the researcher. Apart from that, the researcher has also stated briefly the scope of the study.

In Chapter 2, the literature which is related to the study is presented in order to provide literature understanding support the terms used in the research, definitions as well as past studies which is used as the basis for conducting this study. The theoretical framework which is derived by literature review will also presented in this chapter in order to give the overview of the variables being studied in this research. The research methodology is presented in Chapter 3 which consists of the research design of the study used by the researcher to conduct the study.

The findings in this study will be presented in Chapter 4. The final Chapter contains the summary of the findings, discussions, conclusions as well as recommendations for further research. Additionally, in this Chapter, the researcher will be answering the research questions presented in Chapter 1 in order to give in depth understanding of what is intended to be study in this research.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

In this Chapter, the researcher will discuss the relevant literatures related to the variables of the study namely job satisfaction, turnover intention and organizational commitment. The literature review is consisting of comprehensive reading of journals, publications as well as book which related to study being conducted. This chapter also intent to describes definition, concepts, theories, past studies and theoretical framework which is used as the basis of this study.

2.2 TURNOVER INTENTION

2.2.1 Definitions

Turnover intention is an important aspects in an organization since this type of attitude can lead to actual turnover which may cause negative outcome to the organization. Employee turnover has been recognized as a major concern in contemporary work organizations (Pfeffer and Sutton, 2006). According to Tett and Meyer (1993), turnover intention constitutes the final cognitive step in the decision making process in which an employee actively considers quitting and searching for alternative employment. A worker's intention to leave an organization includes the thought of quitting or statements that came out from the employee of leaving the organization (Park and Kim, 2009). Turnover intention has been acknowledge as one of the most important aspects of actual turnover (Mobley, 1977; Horn and Griffeth, 1995; Michaels and Specor, 1982; Mobley et al. 1978; Brodie, 1995; Fishbein and Ajzen, 1974, as cited in Randhawa 2007). Turnover intention can produce negative outcome as mentioned such as employers losing its competitive advantage.

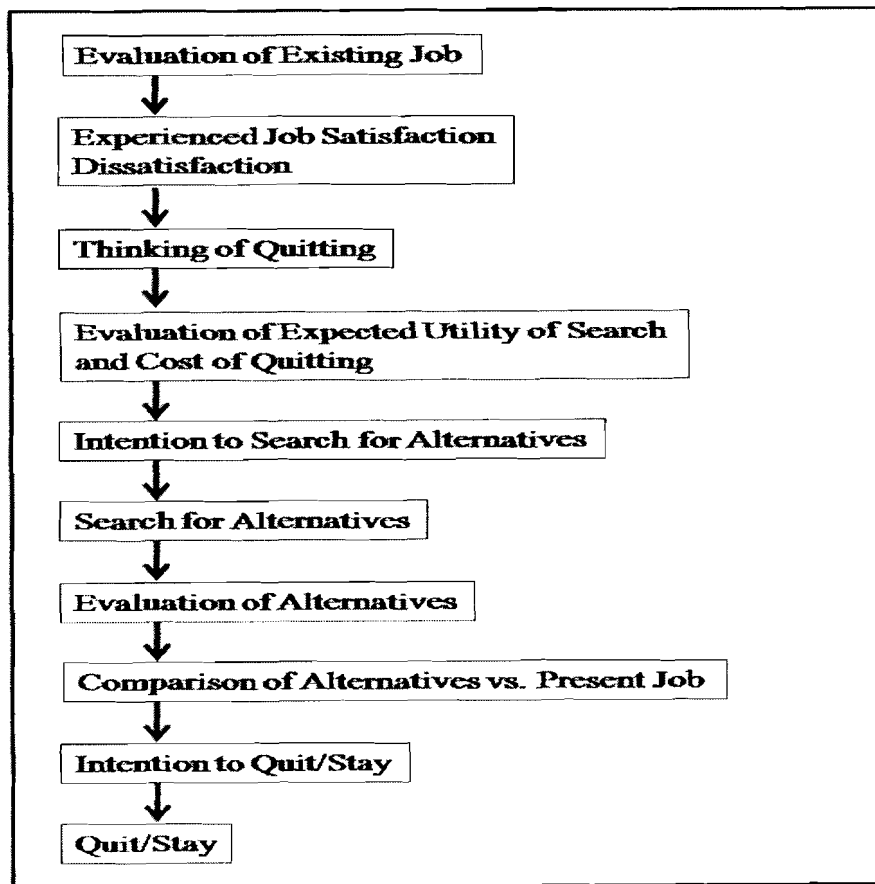
According to many scholars for example McEvoy and Cascio (1985), it assumes that turnover intention is a workplace phenomenon that must be prevented as far as possible because it can cause financial problems. Based on Collins and Smith (2006), replacing employees may be costly in terms of recruiting and training employees to obtain satisfactory levels of performance over time. According to Perez (2008), turnover intention could also cause operational disruption and demoralization of organizational membership. He further states that, organizational disruption occurs when high interdependence of work roles exist within a certain organization. This means that when an employee quits or resigns from a certain role, other employees who depends on the resigned employees role will get affected in order to conduct their task in the company.

In terms of level of positions in the hierarchical component, according to Staw (1980, as cited in Perez, 2008), the higher the position that needs to be filled, the greater the potential of disruptions within the organization. Demoralization of organizational membership in the other hand refers to how turnover can impact the attitudes for the remaining member in the organization (Perez, 2008). The actions of quitting by one member could provoke the other members that stays in the organization in terms of questioning their motivation as well as opportunities that they may have in the external environment. According to Staw (1980, as cited in Perez, 2008), turnover can cause additional turnover by stimulating deterioration in attitude towards the organization. This factor could reflect the most if the reason for the resignation is based on the organizational factors such as pay, promotion and supervision which may lead to demoralization of the other members in the organization.

Intention to leave among employees is an important attitude that must be understood by organizations especially Human Resource Managers. Zimmerman and Darnold (2007), suggested that " intent to leave" is a likely mediator to the attitude behaviour relationship and represents the last step prior to quitting. Theory of planned behaviour by Fischebein and Ajzen (1975) suggest that, the best single predictor on an individuals' behaviour will be measured by his intention to perform the behaviour. Therefore, turnover intention is an important variable that needs an extensive study because it will cause actual turnover among employees.

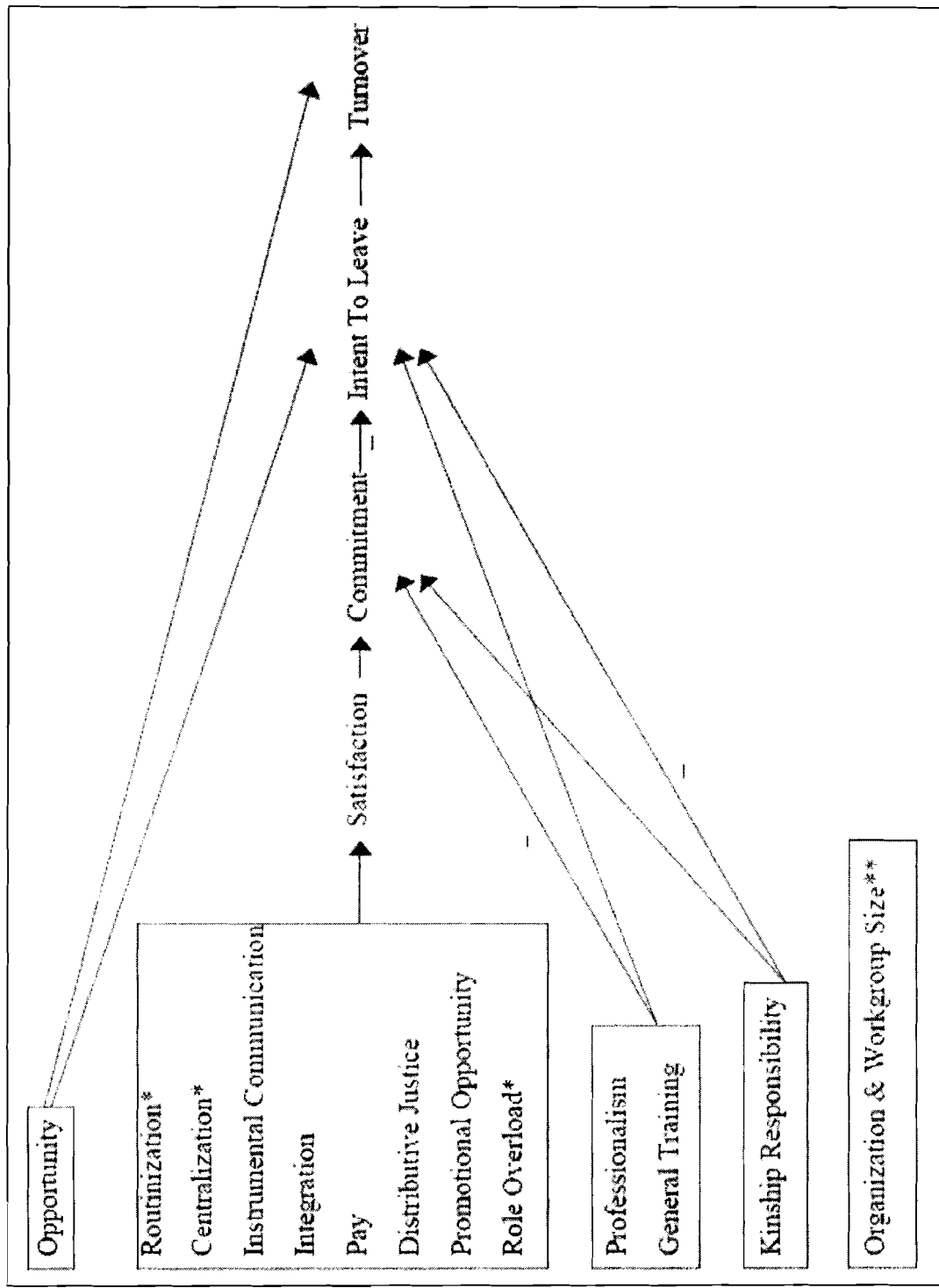
2.2.2 The Model Of Employee Turnover Intention

In explaining turnover intention, model proposed by Mobley (1977), based on several hypothesis which tested the linkages between job satisfaction and turnover intention. According to the model, the links includes thinking of quitting, looking for another job, cost of quitting, intending to quit or stay and actually deciding to quit or stay by the employee. Based on this model, the linkage of these factors would lead employees to produce specific behaviour whereby for example if the cost of quitting is perceived to be high, then the employees would be more passive and not think about quitting their current job. Another model of turnover intention which was proposed by Price and Mueller (1986) is the Price and Mueller's Causal Model (Morrell et al, 2001). In this model, Price and Mueller has inserted exogenous variables (Environmental, individual and structural) and endogenous variables which are values determined by the state of other variables in the model such as job satisfaction, organizational commitment and intent to leave. These two models will be the foundation of this specific study. The other models which is developed by Muchinsky (1993) and the author has come up with a representation the model of turnover intention which is based on Mobley (1977).



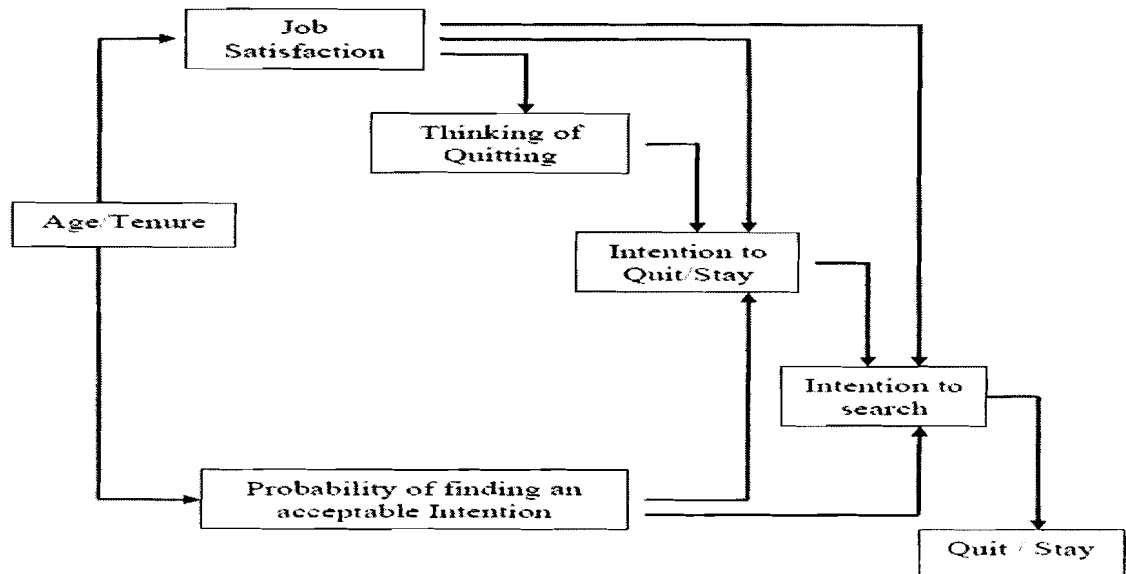
(Mobley, 1977 extracted from Perez M. 2008)

Figure 2.1 Mobley's Employee Turnover Decision Process Model



(Price & Mueller, 1986 extracted from Perez M. 2008)

Figure 2.2 Price And Mueller's Causal Model



(Adapted from Muchinsky 1993)

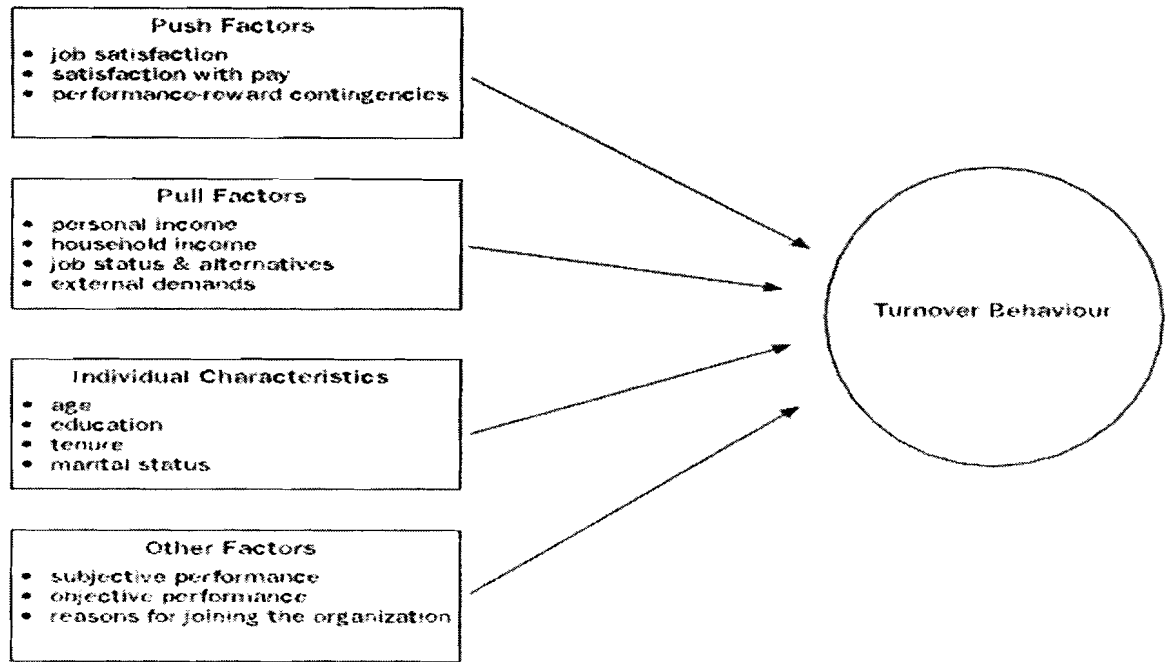
Figure 2.3 Representation of the Intermediate Linkage in the Employee Process

2.2.3 Sources Of Turnover Intention

According to McBey and Karakowsky (2001), many of the studies has drawn attention to four broad categories of influence on turnover which are:

- a) Work related attitudes (push factors);
- b) External environment (pull factors);
- c) Individual Characteristics factors; and
- d) Job performance factors.

McBey and Karakowsy (2001) has illustrates these factors based on the following dimensions which are factors that can contributes to actual turnover behaviour.



(Adapted from McBey and Karakowsky, 2001)

Figure 2.4 Factors that contributes to turnover behaviour

Based on the figure 2.4, push factors are work related factors which is the aspects that may push the individual into voluntary leaving his or her organization. These push factors includes job satisfaction, performance rewards contingencies and satisfaction with pay. Studies has found that there is a negative relationship between job satisfaction and turnover intention which is related to the push factors (Arnold and Feldman, 1982). Furthermore, there are also study conducted to test the relationship between performance-reward contingencies by Dreher (1982) which shows a negative relationship which means that without performance-reward contingencies, employee will feel high level of turnover intention which favourable external job alternatives.

External or pull factors are factors such as personal income, household income, job status and alternatives as well as external demands McBey and Karakowsy (2001).

The pull factors are factors that can pull an individual out of his or her present employment. With regards to income level, main household wage earners will less likely to experience turnover intention compared to a person who is not a main household earner. The rationale behind this is that main household earners will have more responsible in terms of household financial viability which construed to not having much time to look for alternatives jobs. Therefore, main household earners will tend to look for stability to overcome the responsibility that he or she has towards the financial households.

Individual characteristics are another factor that could influence the turnover intention among employee. There have been many studies which contributed to understand the relationship between individual characteristic, and turnover intention. Studies conducted by Arnold and Feldman, (1982), Cotton and Tuttle (1986) and Lee and Moday (1987) has contributed to such studies which examines the factors of demographic characteristics towards turnover intention (McBey and Karakowsky, 2001). Greenberger and Steinberg (1996) found that older employees tend to be more satisfied with their job compared to younger workers which will lead to low turnover intention.

The last factor which could be the source of turnover intention is individual performance. According to Jackofsky (1984), there is a curvilinear relationship between job performance and turnover intention. in this context, it explains that employees that performed to the organization's expectation level will tend to be more satisfied with their job because of the knowledge and the passion they have on that particular job. Thus, this will lead to lower turnover intention.

Apart from the source of intention to quit explained previously, there are also studies conducted to identify the other sources of intentions to quit among employees. According Ajzen and Fishbein (1980) and Igbaria and Greenhaus (1992), intentions are the most immediate determinants of actual behaviour . The determinants of intentions to quit among employees according Frith, Mellor, Moore and Loquet, (1992) are:

- a) The experience of job-related stress (Job stress);
- b) The range of factors that lead to job-related stress (Stressors);
- c) Lack of commitment to the organization; and
- d) Job dissatisfaction

According to the authors, these variables can be mediated by personal or dispositional factors and by environmental or organizational factors. Among the personal factors that mediate between stressors and intention to quit are aspects of personal agency, self-esteem and social support (Avison and Gotlib, 1994; Coyne et al., 1990; Coyne and Downey, 1991; Turner and Roszell, 1994 as cited in Frith, Mellor, Moore and Loquet, 1992).

Variables which are very important in the continuity of employment according to Frith, Mellor, Moore and Loquet (1992), are employees job satisfaction and their commitment to the organization. The relationship between these variables and turnover intention or intention to quit among employees has been shown significant and found prevail in various industries. According to Wunder et al (1982), job stressors has a direct, negative relationship on job satisfaction among managers of a large international manufacturer, which led to a reduced commitment to the organization and increase intention to quit and actual quitting behaviour. There is

also a study which was conducted by Igarria and Greenhaus (1992), among management information systems personnel, found that the most immediate determinants or turnover intentions were lack of job satisfaction and lack of commitment to the organization. Therefore, it can be assumed determinants that is considered to be important to have an outcome on turnover intention among employee are job satisfaction and organizational commitment.

In this study, the researcher will examine the relationship between job satisfaction and turnover intention among generation Y and examine to whether organizational commitment will mediate the proposed relationship among this generation. Two of the most important determinants will be tested with different approach whereby to understand the direct relationship of the two independent variable with turnover intention and the mediation approach of organizational commitment towards the relationship between job satisfaction and turnover intention.

2.3 JOB SATISFACTION

2.3.1 Definition

Job satisfaction has been studied through all the years. Job satisfaction as defined by Locke (1969) is a function of the perceived relationship between what one want from one's job and what one perceived it as offering. Locke (1969) also states that job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values. This means that to achieve job satisfaction, employees need to obtain what is best for him or her in the organization. According to McNeese-Smith (1997) and Kangas et al. (1999), job satisfaction define as the feelings an employee has about the job in general as well as satisfaction with specific aspects, such as supervision, pay, opportunity for advancement and

morale. In other words, job satisfaction is not only based on individual feelings but also on the degree of the current job itself for example achievements and responsibilities (Chang and Chang, 2007)

There has been so many studies about job satisfaction with relation to different variables for example the relationship between job satisfaction and turnover intention (Agho et al., 1993; Brooke et al., 1988; Cramer, 1996; Currivan, 1999; Glisson and Durick, 1988; Lance, 1991, as cited in Lund 2003). There also been a research on the relationship between job satisfaction and fringe benefits by Artz (2010). Job satisfaction is an important attitudes that needs extensive evaluation and study since it is important for the company's profitability. Companies need to understand their employees in order to increase the degree of satisfaction among employees. Dissatisfied employees will lead to many issues such as low productivity and even resignation which is may affect company's profitability.

2.3.2 Maslow's Hierarchy Of Needs

Job satisfaction and motivation are two concepts that often discussed side by side, since it is proven that the extent an individual is satisfied at work is dictated by presence of factors that motivates the individual (Fumham, 1992). To understand job satisfaction among employees, employers needs to understand the needs of their employees. By offering these needs, employees will be motivated and satisfied in the workplace which will lead to lower level of intention to quit. According to Robbins and Judge (2011), the best known theory of motivation is Abraham Maslow's Hierarchy of Needs which was developed around 1954. According to Maslow's (1970), within every human being, there exists a hierarchy of five needs which proposed that these needs will determine their level of motivation and satisfaction.

The five level of needs are (Robbins and Judge, 2011):

a) Physiological

Includes hunger, thirst, shelter, sex and other bodily needs.

b) Safety

Security and protection from physical and emotional harm

c) Social

Affection, belongingness, acceptance and friendship

d) Esteem; and

Internal factors such as self respect, autonomy, and achievement, and external factors such as status, recognition and attention.

e) Self-actualization

Drive to become what we are capable of becoming which includes growth, achieving personal potential and self fulfillment

According to Jang and Chai (2002), Maslow's theory of needs is one of the most influential motivational theories. The Maslow's Hierarchy of needs separated the five needs into higher to lower orders. According to Maslow (1970), physiological and safety needs were lower-order needs while social, esteem and self-actualization were higher order needs. According to Maslow (1970), typically people will try to fulfill a higher order needs once the lower level need has been satisfied. Nevertheless, there are some cases exist whereby higher level needs is predominant in an individual's mind when lower level needs have not been met (Maslow, 1970)



Adapted from Abraham Maslow, Father of Modern Management website (2012)

Figure 2.5 Maslow's Hierarchy of Needs

In the Maslow's Hierarchy of Needs, the lowest level which is the physiological needs is the basic needs which can contribute to motivation and satisfaction among people which could apply to employee as well. This includes hunger, thirst, shelter, sex and other bodily needs. According to Maslow (1970) once one's lower needs is satisfied, people will tend to satisfy the higher order needs. Therefore, employer's needs to understand the needs of their employees to understand the level of motivation and satisfaction of their employees. For example, a satisfied level of pay or wages would be consider the lowest level of needs named physiological needs. Lower pay which is not compatible with the amount of responsibilities may lower the level of satisfaction and organizational commitment which may lead to high level of intention to quit.

2.3.3 Herzberg Two Factor Theory

The Herzberg Two Factor Theory which is also called the motivation-hygiene theory has been developed by Herzberg et al (1959). According to Schermerhorn et al (2000), states that employee satisfaction depends on two sets of issues, which are hygiene and motivator issue. According to Herzberg et al. (1959) satisfaction and dissatisfaction are not two opposites factor but rather two separate entities that caused different facets of work which are labeled as hygiene and motivators factors.

Hygiene factors are characterized by extrinsic factors of job design that contributes to employee dissatisfaction if these needs is not met or satisfied. Examples of hygienic factors includes company policy and administrations, supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life, relationship with subordinates, status and security. On the other hand, motivators are labeled as the intrinsic factors which includes personal achievement, recognition, the work itself, responsibility, advancement and growth (Herzberg, 2003 as cited in Robbins and Judge 2011). The two factors has been long discussed as to which is the most important factors that can contribute to motivation and job satisfaction. According to Furnham, Eracleous and Chamorro-Premizic, (2009), motivators which is the intrinsic factors has been acknowledged as important determinants of motivation which at the same time contributes to job satisfaction.

2.4 ORGANIZATIONAL COMMITMENT

2.4.1 Definitions

Organizational commitment is an attitude that show a sense of loyalty of the employee to the employer. According to Mowday et al. (1979, 1982) organizational commitment can be define as the relative strength of an individual's identification with and involvement in a particular organization. Conceptually, organizational commitment can be characterized by at least three factors which are, (a) a strong belief in an acceptance of the organizational goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a strong desire to maintain membership in the organization.

Employer has always wants a sense of commitment from its employee to ensure high productivity which can contributes to organization's profitability. According to Meyer and Maltin (2010) the interest in work commitment continues to grow because of its potential benefits for organizations. The benefits may be broad across the organization from profitability to Human resource related issues such as manpower management. According to Furtmueller, Dick and Wilderom (2011), committed employees are characterized as loyal and productive members of organizations.

Organizational commitment is a work attitude that is directly related to employee participation and intention to remain with the organization and is clearly linked to job performance (Mathieu and Zajac, 1990). According Porter's et al (1974) Organizational commitment is the strength of an individual's identification with involvement in a particular organization. By remaining with the organization, employee will be perceived as committed by the organization and will contribute to

the employer in order to achieve the vision and mission of the company. Numerous studies in this area found there is a strong positive relationship between organizational commitment and job satisfaction (e.g Angle and Perry, 1981; Hunt et al, 1985; Mowday et al., 1974; Porter et al., 1974; Steer, 1977). In another related study, the researchers stated that organizational commitment is a better predictor of turnover intention than job satisfaction (Porter et al., 1974).

2.5 EMPIRICAL STUDIES OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTIONS

2.5.1 Empirical Studies Between Job Satisfaction And Turnover Intention

There have been numerous studies on the relationship between job satisfaction and turnover intention. In numerous western studies (Griffeth et al., 2000; Kinicki et al., 2002; Price, 1997, 2001, as cited in Tian-Foreman 2009), there is a negative relationship between job satisfaction and employee turnover. However there has been limited studies in Eastern context . In the Malaysian context, a study by Masri (2009) and Ganesan (2010), found a negative relationship between job satisfaction and turnover intention whereby employees which are satisfied with their current job will have low turnover intention and vice versa.

2.5.2 Empirical Studies Between Job Satisfaction And Organizational Commitment

Studies on the relationship between job satisfaction and organizational commitment was well documented. The previous study which was conducted by Aydogdu and Asikgil (2011), found that there is a positive relationship between job satisfaction and organizational commitment. The author studied the relationship between variables using sample of two organizations in Istanbul. In another study, Lok and

Crawford (1999), found that job satisfaction which reflects needs of employee will have a positive relationship towards organizational commitment.

Study done by Feinstein and Vondrasek (2001, as cited in Gunlu, Aksarayli and Percin, 2010) among restaurant employees proved that satisfaction level predict the employees commitment to the organization. In another study conducted by Gaertner (1999) which analysed the determinant factors such as pay, promotional chances and supervisory support (etc.) of job satisfaction had shown that this factors is a cause of organizational commitment. Gunlu, Aksarayli and Percin (2010), found that there is a positive and significant relationship between job satisfaction and organizational commitment. Based on the studies done by the many researchers, it could be assumed that there is a positive relationship between job satisfaction and organizational commitment which will be use as the basis of this study.

2.5.3 Empirical Studies Between Organizational Commitment And Turnover

Intention

According to Perryer, Jordan, Firms, Travaglione (2010),there is negative relationship between organizational commitment and turnover intention, implies that high organizational commitment will contribute to low turnover intention of employees in an organization. Nevertheless, the sample that has been used for the study is from Western context whereby the culture is different from Asian context.

2.6 GENERATION Y

In the business today, most of the employees in the organizations consist of generation Y population. In terms of the age structure, this generation are people who were born in the year of 1977 to 1995 (Bartlett, 2004 and Dalton, 2003). There are also researchers who considers the generation Y as the people who were born between the year of 1982 to 2001 (Paul, 2001). Referring to definition by Bartlett (2004) and Dalton (2003), the age of this generation will be from 17-35 years old as of 2012. In terms of characteristics, Ebenkamp and Marciniak (2002) found that generation Y is a generation which posses grand ambitions and feeling optimistic about the future. They are also environmental conscious, open to chronic boredom, short attention spans, and has a disruptive behaviour. These characteristics may influence job satisfaction and thus turnover intention. Nevertheless, the characteristics of grand ambitions and feeling optimistic about the future may reflect on how this generation is satisfied with a job and may have a different level of turnover intention towards their current employer. According to Locke (1976), most job satisfaction and motivation research literature is concerned with organizational and situational predictors (such as pay and supervision) while neglecting the individual differences (Staw and Ross, 1985). According to O'Reilly et al. (1980), individuals' significantly differ in the way they perceive their jobs, even if the job description and the tasks they have to perform remained constant, thus suggesting that some individual differences must have an effect on work attitudes. Based on this, the characteristics of generation may lead to different perception towards relationship between job satisfaction and turnover intention compare to other generations.

2.7 THEORETICAL FRAMEWORK

Theoretical framework is the basis of the study whereby this framework need to be presented in order to understand the relationship among the variables discuss in this study. Theoretical framework also function as basis as how the relationship is derived from. The theoretical framework of this study is derived and refer from Mobley's Employee Turnover Decision Process Model (1977) (Refer to figure 2.1) and Price and Mueller's Causal Model (1986) (Refer to figure 2.2). These models are used as the basis of this study to understand the relationship between job Satisfaction and turnover intention among Generation Y and how organizational commitment mediates the relationship between job satisfaction and turnover intention.

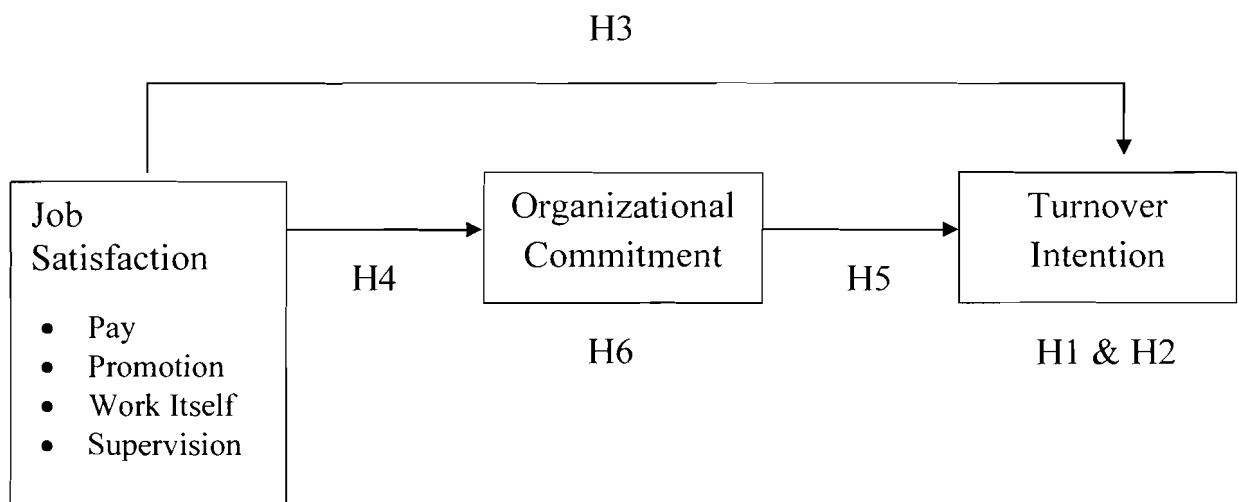


Figure 2.6 Theoretical Framework

Job satisfaction in this study is the independent variable which explained by the four factor namely Pay, Promotion, Work itself and supervision. Basically based on this physiological needs, employee that has higher level of these factors will tend to have higher level of job satisfaction.

For H1 and H2, the hypotheses represents the test to understand the significant difference of turnover intention between demographic groups of the respondents. H1

represents the test to understand the significance difference of turnover intention between gender among generation Y. H2 on the other hand is to understand the significant difference of turnover intention between age, race, working experience and education level group among generation Y.

The dependent variable for this study is turnover intention. Many researchers have found that there is a negative relationship between job satisfaction and turnover intention among employees (Griffeth et al., 2000); Kinicki et al., 2002; Price, 1997). This study however is to test whether this relationship holds true among generation Y that has high population in the workforce today. The relationship between Job satisfaction and turnover intention is represented by H3.

H4 in the theoretical framework is representing the relationship between Job satisfaction and organizational commitment. Based on authors such as Angle and Perry (1981), Hunt et al (1985), Mowday et al. (1974), Porter et al. (1974), Steer (1977) (as cited in Rowden, 2000), there is a positive significant relationship between job satisfaction and organizational commitment.

The H5 in the theoretical framework represents the relationship between organizational commitment and turnover intention. This relationship is to understand how significant the relationship between these two variables. According to the study of Perryer, Jordan, Firms, Travaglione (2010), there is a negative significant relationship between organizational commitment and turnover intention.

In this study, a mediator will be presented and tested in order to understand the mediation effect of organizational commitment in the relationship between job satisfaction and turnover intention. The test of relationship between job satisfaction

and turnover intention with the presents of organizational commitment as a mediator is represents by H6.

2.8 HYPOTHESIS

The following are hypotheses formulated in order to understand the relationship between the variables as well as answer the research question of the study. The hypotheses are:

H1: There is a significant difference of turnover intention between gender (Male and female) among generation Y.

H2: There is a significant difference of turnover intention between age, race, marital status, working experience and education level group among generation Y.

H3: There is a significant relationship between job satisfaction and turnover intention among Generation Y.

H4: There is a significant relationship between job satisfaction and organizational Commitment among Generation Y.

H5: There is a significant relationship between organizational commitment and turnover intention among Generation Y.

H6: Organizational commitment will mediate the relationship between job satisfaction and turnover intention among generation Y.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter discuss the research design that has been chosen to conduct the study of the relationship between job satisfaction, organizational commitment, and turnover intention among generation Y as well as to obtain data and information for the study.

3.2 PURPOSE OF THE STUDY AND TYPE OF INVESTIGATION

The idea of this research was motivated by the interest of the researcher about job attitudes specifically job satisfaction and the effect on job turnover among the generation Y. At the same time, the researcher also want to obtain information and knowledge about how organizational commitment will effect the outcome of the relationship between job satisfaction and turnover intention among this generation. The researcher also wants to understand the attitudes of job satisfaction among generation Y and to examine whether the relationship between job satisfaction and turnover intention are the same in the eastern context.

Generation Y is chosen for this study due to this generation's characteristics, especially high turnover rate among them (Trunk, 2007 and Randle, 2010). This generation is also chosen as the focal generation of the study because they are the highest number of current workforce in companies (Bartlett, 2004 and Dalton, 2003).

Therefore, this research will be conduct using a correlational research approach which will examine the co variation between job satisfaction and turnover intention as well as examine the relationship mediating effects of organizational commitment

on the relationship between job satisfaction and turnover intention among generation Y.

3.3 DATA COLLECTION

For the purpose of achieving the objective of this research, primary data will be used. The primary data collected using the questionnaire survey which is distributed to the respondents in order to obtain information about the variables. The questionnaire survey will be divided into 4 sections based on information needed in order to ease the process of analyzing the data later in the research. The survey questionnaires divided into 4 sections which will cover the demographical information, job satisfaction, organizational commitment and turnover intention in order to understand the relationships of the variables among the respondents.

3.4 SAMPLING DESIGN

To conduct an outstanding research and to obtain the most reliable and accurate result for a research, a study of the whole population is needed. Nevertheless, due to limited resources specifically time and financial constraints, it is impossible to do a study among the whole population.

However, it is possible to do the study if sample survey is conducted. According to Zikmund, Babin, Carr and Griffin (2010), sampling involves any procedure that draws conclusion based on measurements of a portion of the population.

For this research, simple random sampling technique will be used whereby the respondents will be employees in the Telecommunication Industries in the Klang Valley Malaysia. The industry is selected based on the survey conducted by Malaysia Employers Federation (MEF) from June 2012 to July 2011 (adapted from Goh L., 2012) whereby it shows that in Malaysia the IT/Communication has the highest rate

of annual turnover with 75.72% (Refer to figure 3.1). The researcher chose the industries based on the availability of data and resource as well as accessibility to conduct the research.

Average Yearly Turnover Rate of Executives July 2010-June 2011 by Industry (%)	
Types of Industry	Annual average
Manufacturing	
Basic & Fabricated Metallic Products	23.88%
Electrical & Electronics	23.04%
Food & Beverage	17.88%
Petroleum/Chemical	7.08%
Pharmaceutical/Tolietries/Non Metallic/Mineral	9.6%
Plastic/Rubber	19.92%
Printing/Publishing/Paper/Timber/Wood Products	11.88%
Transport/Machinery Manufacturing	16.68%
Sub Total	18.84%
Non Manufacturing	
Associations/Societies	33%
Banking/Finance/Insurance	12.12%
Business Services	15.72%
Holdings & Investment/Plantation	17.4%
Hotel/Restaurant	32.4%
IT/Communication	75.72%
Medical Services	19.8%
Professional/Consultancy/Education/Training	29.28%
Property/Construction	15.6%
Transport/Warehouse Services	26.88%
Wholesale/Retail/Trading	18%
Sub Total	22.44%
TOTAL	20.88%

Source: Malaysian Employers Federation (MEF)

MEF survey for Malaysia annual turnover rate based on sector (adapted from Goh L. 2012)

Figure 3.1 Turnover rate based on industry (MEF Survey)

The questionnaire were distributed to the respondents in the IT and Telecommunication Industry particularly to those in 19-34 years old representing generation Y. A total number of 300 questionnaires were distributed with assumptions that 80% will be collected back from the respondent. The questionnaire was personally distributed to the respondents and 1 month time frame was given to collect the questionnaire. Total of 242 usable questionnaires (81%of total

any significant difference among groups on variables of study in the population particularly for age and race. Pearson correlation is used as a preliminary test to understand the nature of relationship between variables. Finally, the multiple regression was used. The multiple regression is used to test the proposed relationship, via hypothesis testing. For the Pearson Correlations and multiple regression analysis, the strength of the relationship between variables will be reported based on the "Guilford rule of Thumb" whereby the strength is referred to the r value in Pearson Correlation and β value for Multiple regression.

Table 3.2 Interpretations of strength of relationship between variables.

Value of Coefficient	Relationship between variables
0.00 - 0.29	Low relationship
0.30 - 0.49	Moderate relationship
0.50 - 1.00	High Relationship

According to table 3.2, when the value of coefficient is range from 0.00 to 0.29, the strength of the relationship is said to be low. Range 0.30 to 0.49, the strength of the relationship is moderate and the strength of the relationship is said to be high if the value of coefficient is from 0.50 to 1.00.

3.6 THE VARIABLES MEASURES

The primary data that has been obtained through questionnaire distribution is done in a non contrived setting. To obtain data and information in order to conduct the study, questionnaires survey consists of four sections has been distributed to the respondents. Section A covers demographical data. Section B,C and D covers the

variables of this study using an interval scale of 5 point Likert scale type survey: Strongly disagree, disagree, neither, agree and strongly agree. The 4 sections are:

1. Section A - Demographic

This part is to gain information about details of the respondent based on the demographical data. The questionnaire covers details such as gender, ethnicity, marital status, length of service and highest level of education of the respondent.

2. Section B - Job satisfaction

This section is to measure the level of job satisfaction which uses the Minnesota Satisfaction Questionnaire adapted from Weiss, Darwis, England and Lofquist (1967) and Job descriptive Index (Smith, Kendall and Hulin, 1969). It covers the areas of Pay, Promotion, supervision and the work itself.

3. Section C - Organizational Commitment

This section measures the level of organizational commitment among the employees. It consists of 15 items that were adapted from porter et al. (1974). Item 3,7,9,11,12 and 15 are reverse coded.

4. Section D - Turnover intention.

The last section measures the attitudes of intention to leave by the employee. The 3 item is adapted from Camman, Fichman, Jenkins and Klesh (1982, as cited in Chen et al, 1998). Item no. 3 is reverse.

3.7 PILOT TEST

Pilot test was conducted for this study to test the goodness of measure. 33 respondents were selected to participate in the pilot test in order to test effectiveness of the questionnaire in terms of simplicity and understanding of the questionnaire by the respondents. The pilot test is also meant to test the reliability of the questionnaire that is used for this study.

The reliability test of the instruments is done through Cronbach's Alpha Coefficient Test which will summarize the reliability of the instruments used in this study. Ideally the Cronbach's Alpha coefficient should be above 7 (Nunally, 1978). The reliability test of the instruments used is summarize in the table 3.2.

Table 3.3 Reliability of instruments (Cronbach's Alpha Coefficient)

Instruments	No of Item	Cronbach's Alpha Coefficient
Pay	8	0.761
Promotion	8	0.834
Work Itself	8	0.832
Supervisor	8	0.857
Overall Job Satisfaction (JS)	32	0.909
Organizational Commitment	15	0.808
Turnover Intention	3	0.595

Based on the analysis done for the reliability of the instruments used, most of the instruments are reliable based on the Cronbach's Alpha Coefficient since it is above 0.7. Nevertheless, for turnover intention instruments, the Cronbach's Alpha Coefficient is 0.595. The measures of turnover intention is consist of 3 items which is adapted from Camman, Fichman, Jenkins and Klesh (1982, cited in Chen et al, 1998). According to Pallant (2002), it is common to find quite low Cronbach's Alpha

Coefficient value if the instruments is consist of short scales items i.e scales with fewer than ten items. Therefore, based on the justification above, the researcher will continue to use the same scales in order to measure turnover intention.

3.8 CONCLUSION

In this chapter the research design has been explained in order to give the overall picture of how the study is conducted. It explains on how to obtain the data, the location and the population being studied as well as the test that will be use in order to understand the co-relation research approach in this study. The result of the pilot test which is done in order to know the effectiveness of the survey distributed as well as the reliability of the questionnaires used for this study. Based on the research methodology discussed in this chapter, the researcher will conduct the data collection in order to be used for the purpose of this study. The findings of the data collected will be discussed in detail in the next chapter.

CHAPTER 4

RESEARCH RESULTS

4.1 INTRODUCTION

The purpose of this chapter is to present the results of the study conducted. This research has used correlational study to examine the relationship between job satisfaction and turnover intention and to examine the mediating effect of organizational commitment. The data collected is analysed using SPSS version 15. For the data analysis, test will be done based on 242 respondents out of the 300 questionnaires distributed (81%). Firstly, descriptive analysis results will be presented to describe the demographics of the sample and then followed by the results of inferential analysis of T-Test and One way ANOVA in order to understand the significant different between elements in a group (e.g gender). Pearson correlation will be used as the preliminary test in order to test the correlational relationship between the variables mentioned for this study. Lastly, multiple regressions will be conducted in order to test the presented hypothesis.

4.2 FINDINGS

4.2.1 Demographic Descriptions

A total of 300 questionnaire survey has been distributed of which 242 usable questionnaires has been use by the researcher for this study. Descriptive analysis was conducted in order to get background information in terms of the frequency of the respondents based on the demographical survey in Part A of the survey. Demographical factors in the survey are age, level of education and race. Tables below depicts the frequency distribution based on each of the demographical factors. Next, descriptive analysis on the variables being studied is presented whereby the

means and the standard deviation of each of the variables is discussed and depicted in tables.

Table 4.1 Frequency distribution on gender

Gender	Frequency	Percent
Male	132	54.5
Female	110	45.5
Total	242	100.0

Out of the 242 respondents participate in the survey, 132 or 54.5% are male and the rest of the respondents are female which constitutes to 45.5% of the respondents. The majority of the respondents appears to be male.

Table 4.2 Frequency distribution on age

Age	Frequency	Percent %
17 to 22	28	11.6
23 to 28	129	53.3
29 to 34	85	35.1
Total	242	100.0

In terms of age distribution, age other than 17-34 in the questionnaires are omitted from this research. Generation Y as described by Bartlett (2004) and Dalton (2003), will be from 17-35 years old. Therefore, based on this justification only 3 age groups (17 to 22, 23 to 28 and 29 to 34) are included in this study. Out of the 242 respondents, most of the respondents which is 129 or 53.3% of the respondents are in

the group of 23-28, followed by 85 or 35.1% which are in the age group of 29 to 34 and only 28 or 11.6% of the respondents are in the group of 17 to 22.

Table 4.3 Frequency distribution on race

Race	Frequency	Percent %
Malay	138	57.0
Indian	40	16.5
Chinese	59	24.4
Others	5	2.1
Total	242	100.0

As depicted in table 4.3, majority of the respondents are Malay with 138 or 57.0%, followed by Chinese with 59 or 24.4% of the respondents, Indian with 40 or 16.5% and others with 5 or 2.1% out of the 242 respondents has took part in the survey. From this it could be assume that the majority of the generation Y that works in telecommunication companies are Malays.

Table 4.4 Frequency distribution on marital status

Marital Status	Frequency	Percent %
Single	129	53.3
Married	113	46.7
Total	242	100.0

The 242 respondents that took part in the survey consist of 129 or 53.3% respondents who are single and 113 respondents or 46.7% are married. This shows that the majority of generation Y that works in telecommunication companies are single.

Table 4.5 Frequency distribution on working experience

Working Experience	Frequency	Percent %
Less than 1 year	27	11.2
1 to 3 years	74	30.6
4 to 6 years	73	30.2
7 years and above	68	28.1
Total	242	100.0

Based on table 4.5, most of respondents that took part in the survey has 1 to 3 years experience with 74 or 30.6%, followed by 4 to 6 years with 73 or 30.2%, 7 years and above with 68 or 28.1% and only 27 or 11.2% has less than 1 year experience. According to the table, majority of the respondents have 1 to 3 years experience.

Table 4.6 Frequency distribution on length of service in current company

Length of service in current company	Frequency	Percent %
Less than 1 year	54	22.3
1 to 3 years	107	44.2
4 to 6 years	41	16.9
7 years and above	40	16.5
Total	242	100.0

Based on table 4.6, majority of the respondents appears to have stayed in the current company from 1 to 3 years with 107 or 44.2 %, followed by less than one year with 54 or 22.3%, 4 to 6 years with 41 or 16.9% and only 40 or 16.5% of the respondents has stayed in their current company more than 7 years. From the table, the majority of the respondents which consist of generation Y only stayed in the current company from 1 to 3 years time.

Table 4.7 Frequency distribution on educational level

Educational Level	Frequency	Percent %
No formal Education	1	0.4
Primary	5	2.1
Secondary	14	5.8
Diploma	102	42.1
Degree	106	43.1
Master's Degree	13	5.4
Doctors of Philosophy	1	0.4
Total	242	100.0

Based on table 4.7, Most of the respondents participated in the survey has a degree qualification with 106 or 43.8%, followed by 102 or 42.1% respondents with diploma and the others has no formal education, primary, secondary, Masters and Doctors of Philosophy with a percentage of 14.1% of the total respondents. Base on the table, the majority of the respondents appears to have a degree qualification.

4.2.2 Descriptive analysis of variables

The descriptive analysis of the variables being studied is shown in the table 4.8. The survey conducted for the variables are using a five point Likert scale type with 1 indicates that they are "very dissatisfied" with the current situation and 5 shows that the respondents are "very satisfied" with the current situation with relation to their feeling towards the factors being asked in the survey.

Table 4.8 Descriptive Analysis of variables

	N	Range	Minimum	Maximum	Mean	Std. Error	Std. Deviation
Work	242	3.13	1.88	5	3.606	0.045	0.699
Supervision	242	3.38	1.63	5	3.504	0.044	0.685
OC	242	1.67	2.33	4	3.256	0.025	0.395
Promotion	242	3.75	1.13	4.88	3.127	0.055	0.849
Pay	242	3.63	1.25	4.88	3.089	0.056	0.875
TI	242	3.67	1	4.67	2.840	0.061	0.948
Valid N (listwise)	242						

Based on the Table 4.8, mean represents the overall level of how satisfied the respondents are towards the items being asked in the survey distributed to them. Mean value below than 3.00, indicates that the respondents in general is "not satisfied" and having unfavorable feelings towards their organization and if the mean is above 3.00, the respondents in general is "satisfied" with the current situation.

Table 4.8 shows that the mean for work dimension is 3.606 which indicates that overall respondents is satisfied with their current work specification. In terms of pay,

the mean is 3.09 which could assume that overall respondents is neither satisfied nor dissatisfied with their current pay. In terms of the promotion and supervision, overall respondents are satisfied with the promotion opportunities that they have at their current company ($m = 3.13$) as well with their current supervisor ($m = 3.5$).

In terms of organizational commitment, overall respondents are committed to their current company with a mean of 3.26. Overall respondents do care about the fate of the company and have shared the same level of values with their current organization.

Based on the Table 4.8, the mean of turnover intention among the respondents are 2.89 whereby this shows that, in general the respondents have a low level of intention to leave their current organization.

4.2.3 Difference in Turnover Intention by demographic variables

This section focus on the dependent variables namely turnover intention whereby the test is conducted in order to understand the difference of groups towards the variable. This will give understanding on how different groups perceived the turnover intention i.e different attitudes of male and female towards turnover intention.

4.2.3.1 Independent Sample T-test

Independent Sample T-Test will be used to test the Hypothesis 1 (H1):

H1: There is a significant difference of turnover intention between gender (Male and female) among generation Y.

Table 4.9 Results of Independent T-Test to analyze difference in turnover intention by gender.

	Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Upper	Lower	
T I	Equal variances assumed	0.364	0.547	-.895	240	0.372	-0.1096	0.1225	-0.351	0.132
	Equal variances not assumed			-.896	233.64	0.371	-0.1096	0.1223	-0.351	0.131

The researcher has conduct independent Samples T-Test to analyze the difference in terms of turnover intention attitudes between male and female respondents. Based on table 4.9, there is no significant difference between male and female on turnover intention ($F = 0.36, p > 0.05$). Based on the analysis above, it could be conclude that

H1 is not supported whereby there is no significant difference of turnover intention between gender (Male and female) among generation Y.

4.2.3.2 Analysis of Variances (ANOVA)

One-way ANOVA will be use to test Hypothesis 2 (H2):

H2: There is a significant difference of turnover intention between age, race, marital status, working experience and education level group among generation Y.

Table 4.10 Results of One-way ANOVA to analyze difference in turnover intention among age.

Test of Homogeneity of Variances						
TI	Levene Statistic		df1	df2		Sig.
	0.953		2	239		0.387

		Sum of Squares	df	Mean Square	F	Sig.
TI	Between Groups	1.659	2	0.830	0.922	0.399
	Within Groups	215.051	239	0.900		
	Total	216.711	241			

As depicted in Table 4.10, it shows that there is no significant difference among age on turnover intention ($F = 0.922, p > 0.05$).

Table 4.11 Results of One-way ANOVA to analyze difference in turnover intention among race

Test of Homogeneity of Variances						
TI	Levene Statistic		df1	df2		Sig.
	0.601		3	238		0.615

		Sum of Squares	df	Mean Square	F	Sig.
TI	Between Groups	1.208	3	0.403	0.445	0.721
	Within Groups	215.502	238	0.905		
	Total	216.711	241			

Based on Table 4.11, it shows that there is no significant difference among races (Malay, Indian, Chinese and others) on turnover intention ($F = 0.445, p > 0.05$).

Table 4.12 Results of One-way ANOVA to analyze the difference in turnover intention by marital status.

Test of Homogeneity of Variances						
TI	Levene Statistic		df1	df2		Sig.
	2.665		1	240		0.104

		Sum of Squares	df	Mean Square	F	Sig.
TI	Between Groups	0.006	1	0.006	0.007	0.934
	Within Groups	216.705	240	0.903		
	Total	216.711	241			

Based on table 4.12, it shows that there is no significant difference by marital status (single, married, and others) on turnover intention ($F = 0.007, p > 0.05$).

Table 4.13 Results of One-way ANOVA to analyze the difference in turnover intention among years of working experience.

Test of Homogeneity of Variances						
TI	Levene Statistic		df1	df2		Sig.
	1.429		3	238		0.235

		Sum of Squares	df	Mean Square	F	Sig.
TI	Between Groups	2.725	3	0.908	1.010	0.389
	Within Groups	213.986	238	0.899		
	Total	216.711	241			

Based on table 4.13, it shows that there is no significant difference among years of working experience on turnover intention ($F = 1.010, p > 0.05$).

Table 4.14 Results of One-way ANOVA to analyze the difference in turnover intention among educational level.

Test of Homogeneity of Variances						
TI	Levene Statistic		df1	df2		Sig.
	1.451		4	235		0.218

		Sum of Squares	df	Mean Square	F	Sig.
TI	Between Groups	4.215	6	0.703	0.777	0.589
	Within Groups	212.496	235	0.904		
	Total	216.711	241			

Based on table 4.14, it shows that there is no significant difference among educational level on turnover intention ($F = 0.777, p > 0.05$).

Therefore, based on the analysis conducted, it could be conclude that H2 is not supported whereby there is no significant difference among age, race, marital status, working experience and educational level on turnover intention.

4.2.4 Relationship between job satisfaction, organizational commitment and turnover intention among generation Y

4.2.4.1 Pearson Correlation

Table 4.15 Relationship between Job satisfaction dimensions (Pay, Promotion, Work itself, Supervision), Organizational Commitment and turnover intention using Pearson correlation.

	1	2	3	4	5	6	7
1. Pay	(0.922)						
2. Promotion	0.737**	(0.915)					
3. Work	0.611**	0.629**	(0.893)				
4. Supervision	0.412**	0.520**	0.540**	(0.901)			
5. Job Satisfaction (JS)	0.857**	0.888**	0.829**	0.723**	(0.955)		
6. Organizational Commitment (OC)	0.445**	0.470**	0.601**	0.472**	0.594**	(0.706)	
7. Turnover Intention (TI)	-0.471**	-0.460*	-0.511**	-0.294**	-0.528**	-0.529**	(0.865)

1. N=242, ** Correlation is significant at the 0.01 level (2-tailed)., * Correlation is significant at the 0.05 level (2-tailed).

2. Cronbach's Alpha along diagonal Line (Refer Appendix B).

As a preliminary testing, researcher has conducted Pearson correlation in order to observe the nature of relationship between the variables. Based on Table 4.15, the overall job satisfaction (JS) has high, negative, significant co-relations with turnover intention ($r = 0.528$, $p < 0.05$). For the individual dimension of Job satisfaction, satisfaction with work has a high, negative, significant correlation ($r = 0.511$, $p <$

0.05) with turnover intention. Both pay ($r = 0.471, p < 0.05$) and promotion ($r = 0.460, p < 0.05$) has a moderate, negative, significant relationship with turnover intention ($p < 0.05$). Organizational commitment also has high, negative, significant relationship with turnover intention ($r = 0.588, p < 0.05$).

Overall job satisfaction has a high, positive, significant relationship with organizational commitment. The same nature of relationship is also observed for all of the individual job satisfaction dimensions namely pay, promotion, work and supervision, whereby all of the individual dimensions shows positive, significant relationship with organizational commitment.

For hypotheses testing (H3,H4,H5,H6), the researcher has decided to use multiple regression as it provides a more robust results which can be used to analyze the data.

The hypothesis that that will use multiple regression is as per listed below:

H3: There is a significant relationship between Job satisfaction and turnover intention among Generation Y.

H4: There is a significant relationship between Job satisfaction and Organizational Commitment among Generation Y.

H5: There is a significant relationship between Organizational Commitment and Turnover Intention among Generation Y.

H6: Organizational commitment will mediate the relationship between job satisfaction and turnover intention among Generation Y.

In order to test these hypotheses, the researcher conducted and reported the result based on multiple regressions. In the hypothesis testing, the significant of the relationship, direction of relationship and the strength of the relationship between the

variables will be reported. The test conducted will also show the dominant factor or dimension of job satisfaction that will strongly influence the turnover intention.

4.2.5 Relationship between Job Satisfaction and Turnover Intention

Based on the preliminary testing done previously using Pearson Correlation, the relationship between job satisfaction dimensions pay and promotions shows a high, positive, significant correlations with the r value 0.737. According to Tabachnick and Fidell (2001), the authors suggest if two variables with a bivariate correlations of 0.7 or more, it is suggest that one of the variables need to be omitted or forming a composite variable from the scores of the two highly correlated variables in order to prevent multicollinearity issue. Multicollinearity exist when the independent variables are highly correlated and according to Pallant (2002) multicollinearity certainly do not contribute to a good regression model.

Based on above mentioned justification, the promotion dimension will be integrated and forming a composite variable of overall job satisfaction (JS) when the researcher is conducting the multiple regression analysis to test the relationship of job satisfaction with turnover intention as well as organizational commitment in order to understand the strength, direction and significant of the relationship as well the mediation effect of organizational commitment as mentioned for hypothesis 6 (H6). Nevertheless, the promotion dimension will be omitted from the multiple regression analysis in order to understand the dominant factor the other variables (organizational commitment and turnover intention). This is also done in order to prevent any multicollinearity issue in the research conducted when trying to understand the dominant factor when conducting a test of the relationship between respective variables.

Table 4.16 Relationship between Job satisfaction and turnover intention using multiple regression.

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528(a)	.279	.276	.80709

a. Predictors: (Constant), Job satisfaction (JS)

b. Dependent Variable: Turnover intention (TI)

The model indicates the R square value of 0.279 which means that 27.9% of turnover intention will be explained by overall job satisfaction (JS). The overall job satisfaction is a composite of the pay, promotion, work and supervision.

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.375	1	60.375	92.686	.000(a)
	Residual	156.35	240	.651		
	Total	216.711	241			

a. Predictors: (Constant), Job satisfaction (JS)

b. Dependent Variable: Turnover intention (TI)

The ANOVA(b) table above explains that there is significant relationship between overall job satisfaction and turnover intention among generation Y ($F = 92.686$, $p < 0.05$).

Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.427	0.274		19.833	0.000		
Job Satisfaction	-0.776	0.081	-0.528	-9.627	0.000	1.000	1.000

a. Dependent Variable: Turnover intention (TI)

Based on the coefficient table above, the results shows that there is a strong, negative, significant co-relations ($\beta = - 0.528, p < 0.05$) between job satisfaction and turnover intention. Based on the results, job satisfaction has a significant negative relationship with turnover intention among generation Y.

In order to understand which dimension of job satisfaction is the dominant factor that will influence turnover intention, all dimension will be tested using multiple regression with turnover intention as the dependent variable. The promotion dimension has been omitted in order to prevent multicollinearity issue.

Table 4.17 Relationship between Job satisfaction dimensions and turnover intention using multiple regression.

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549(a)	.301	.293	.79752

a Predictors: (Constant), Pay, Work, Supervision

b. Dependent Variable: Turnover intention (TI)

The model indicates the R square value is 0.301 which means that 30.1% of variance in turnover intention explained by job satisfaction dimensions of pay, work and supervision.

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.335	3	21.778	34.241	.000(a)
	Residual	151.376	238	.636		
	Total	216.711	241			

a Predictors: (Constant), Pay, Work, Supervision

b. Dependent Variable: Turnover intention (TI)

The ANOVA(b) table above explains that overall job satisfaction which comprises of dimensions pay, work and supervision, has a significant relationship with turnover intention among generation Y ($F = 34.241, p < 0.05$).

Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	1 (Constant)	5.422	0.305				17.766
Pay	-0.275	0.075	-0.254	-3.684	0.000	0.617	1.622
Work	-0.486	0.101	-0.358	-4.793	0.000	0.526	1.900
Supervision	0.006	0.090	0.004	0.64	0.949	0.698	1.432

a. Dependent Variable: Turnover intention (TI)

Based on the coefficient Table 4.17, the results shows that only two of the dimension in job satisfaction has a significant relationship with turnover intention ($p < 0.05$). Pay has a low, negative, unique significant relationship with turnover intention ($\beta = -0.254, p < 0.05$) whereas work has a moderate, negative, unique significant relationship with turnover intention ($\beta = -0.358, p < 0.05$) among generation Y employees. There is no unique significant relationship between supervision and turnover intention among employees of Generation Y ($p > 0.05$).

It can be concluded among the job satisfaction dimensions, work satisfaction is the most dominant factor which influence the turnover intention based on the strength of the relationship between job satisfaction and turnover intention ($\beta = -0.358, p < 0.05$).

Therefore, Hypothesis 3 (H3) which states that there is a significant relationship between Job satisfaction and turnover intention among Generation Y is supported. The additional findings also states that, work is the dominant factor which will influence turnover intention.

4.2.6 Multiple regression: Relationship between Job Satisfaction and Organizational Commitment.

Table 4.18 Relationship between Job satisfaction and organizational commitment using multiple regression.

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594(a)	.353	.350	.31851

a Predictors: (Constant), Job Satisfaction (JS)

b Dependent Variable: Organizational Commitment (OC)

Based on model, the table indicates the R square value is 0.353 which means that 35.3% of organizational commitment will be explained by job satisfaction among generation Y.

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.268	1	13.268	130.781	.000(a)
	Residual	24.348	240	.101		
	Total	37.615	241			

a Predictors: (Constant), Job Satisfaction (JS)

b Dependent Variable: Organizational Commitment (OC)

The ANOVA(b) table above explains that there is significant relationship between job satisfaction and organizational commitment among generation Y ($F = 130.781$, $p < 0.05$).

Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.043	0.108		18.921	0.000		
JS	0.364	0.032	0.594	11.436	0.000	1.000	1.000

a Dependent Variable: Organizational Commitment (OC)

Based on the coefficient table above, the results shows that there is a strong, positive, significant co-relations ($\beta = 0.594, p < 0.05$) between job satisfaction and turnover intention. Based on the results, Job satisfaction has a significant positive relationship with organizational commitment among generation Y.

In order to test which is the dominant factor of job satisfaction dimensions that influence the organizational commitment among generation Y, all dimensions is tested using multiple regression. For this test, the promotion dimensions has been omitted in order to prevent multicollinearity issue.

Table 4.19 Relationship between Job satisfaction dimensions and organizational commitment using multiple regression.

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631(a)	.398	.390	.30847

a Predictors: (Constant), Pay, Work, Supervision

b Dependent Variable: Organizational Commitment (OC)

Based on model, the table indicates the R square value 0.398 which means that 39.8% of organizational commitment explained by job satisfaction job satisfaction dimensions of pay, work and supervision.

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.968	3	4.9890	52.434	.000(a)
	Residual	22.647	238	.095		
	Total	37.615	241			

a Predictors: (Constant), Pay, Work, Supervision

b Dependent Variable: Organizational Commitment (OC)

The ANOVA(b) table above explains that there is significant relationship between job satisfaction and organizational commitment among generation Y ($F = 52.434$, $p < 0.05$).

Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
	1 (Constant)	1.835	0.118				15.545
Pay	0.44	0.029	0.098	1.530	0.127	0.617	1.622
Work	0.246	0.039	0.435	6.280	0.000	0.526	1.900
Supervision	0.113	0.035	0.196	3.261	0.001	0.698	1.432

a Dependent Variable: Organizational Commitment (OC)

Based on the coefficient table above, the results shows that only two out of the three dimension tested has a unique significant relationship with organizational commitment. The two dimensions are work ($\beta = 0.435$, $p < 0.05$) and Supervision ($\beta = 0.196$, $p < 0.05$). Pay does not has a unique significant relationship with organizational commitment among employees of generation Y.

Work dimensions of job satisfaction has a strong, positive, unique significant co-relations ($\beta = 0.435$, $p < 0.05$) with organizational commitment among generation

Y. Supervision on the other hand has a low, positive, unique significant relationship with organizational commitment ($\beta = 0.196, p < 0.05$). Based on the results, job satisfaction has a significant positive relationship with organizational commitment among generation Y with work satisfaction act as a dominant factor that influence the relationship between job satisfaction and organizational commitment.

Hypothesis 4 (H4) which states that there is a significant relationship between Job satisfaction and Organizational Commitment among Generation Y is supported. The result shows that there is a strong, positive significant co-relations between job satisfaction and organizational commitment among generation Y. An additional finding found that, work is the dominant factor that influence the organizational commitment among generation Y employees.

4.2.7 Multiple regression: Relationship between Organizational Commitment and Turnover Intention.

Table 4.20 Relationship between organizational commitment and turnover intention using multiple regression.

Model Summary(b)				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529(a)	.280	.277	.33591

a Predictors: (Constant), OC

b Dependent Variable: TI

Based on the table above, the model indicates the R square value of 0.280 which means that 28.0% of turnover intention is predicted by organizational commitment among generation Y.

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.535	1	10.535	93.370	.000(a)
	Residual	27.080	240	.113		
	Total	37.615	241			

a Predictors: (Constant), OC

b Dependent Variable: TI

ANOVA(b) table above indicates that there is a significant relationship between organizational commitment and turnover intention among generation Y ($F = 93.370$, $p < 0.05$).

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
		1	(Constant)	3.882			0.068	
	OC	-0.220	0.023	-0.529	-9.663	0.000	1.000	1.000

a Dependent Variable: TI

Based on the coefficient Table above, the results shows that there is a strong, negative, significant co-relations ($\beta = -0.529$, $p < 0.05$) between organizational commitment and turnover intention among generation Y employees. Based on the results, organizational commitment has a significant negative relationship with organizational commitment among generation Y.

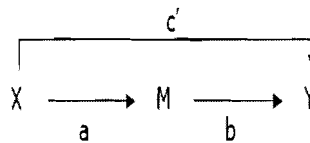
As a result, Hypothesis 5 (H5) that indicates that there is a significant relationship between Organizational Commitment and Turnover Intention among Generation Y employees is supported. The test also indicates that there is a strong, negative

relationship between organizational commitment and turnover intention ($\beta = - 0.529$, $p < 0.05$).

4.2.8 Multiple regression: Relationship between Job Satisfaction and Turnover Intention with the presents of Organizational Commitment as mediator

In order to test the mediation effect of a variable towards a relationships of a dependent and independent variable, specific step need to be follow. According to Baron and Kenny (1986), there are four steps that has been proposed in which several regression analysis are conducted and significance of the coefficients is examined at each step in order to test the mediation effect of a specific variable. Diagram 5.1 depicts the step for testing mediation effect of a variable towards a relationship. (X: independent variable, M: mediating variable, Y: dependent variable)

Figure 4.1 Steps for mediation variable testing



	Analysis	Visual Depiction
Step 1	Conduct a simple regression analysis with X predicting Y to test for path c alone, $Y = B_0 + B_1X + e$	
Step 2	Conduct a simple regression analysis with X predicting M to test for path a, $M = B_0 + B_1X + e$.	
Step 3	Conduct a simple regression analysis with M predicting Y to test the significance of path b alone, $Y = B_0 + B_1M + e$.	
Step 4	Conduct a multiple regression analysis with X and M predicting Y, $Y = B_0 + B_1X + B_2M + e$	

Baron and Kenny (1986) adapted from Kenny D. A, (2012)

Baron and Kenny (1986) also states that the purpose of Steps 1-3 is to establish that zero-order relationships exists among the variables. If one or more of these relationships are non-significant, researchers usually conclude that mediation is not possible or likely. If there are significant relationships from Steps 1 through 3, the researcher can proceeds to Step 4. In the Step 4 model, some form of mediation is supported if the effect of M (path b) remains significant after controlling for X. If X is no longer significant when M is controlled, the finding supports full mediation. If X is still significant (e.g both X and M both significantly predict Y), the finding supports partial mediation.

In this study, Hypothesis 6 (H6) has been constructed in order to test whether there is a significant relationship between job satisfaction and turnover intention with the presence of organizational commitment as mediator among generation Y employees. Based on the diagram shown, in figure 4.1, (X) indicate job satisfaction (independent variable), (Y) indicate turnover intention (dependent variable) and (M) will indicate the mediating variable which is organizational commitment. The first, second and third step (Refer to Table 4.21) has been tested in the previous multiple regression analysis.

Table 4.21 Analysis for mediation effect

Steps	Analysis	Significance (β , p)	Hypothesis result
1	Relationship between JS and TI (H3)	Significant ($\beta=0.528$, $p<0.05$)	supported
2	Relationship between JS and OC (H4)	Significant ($\beta=0.594$, $p<0.05$)	supported

3	Relationship between OC and TI (H5)	Significant ($\beta=0.529, p<0.05$)	supported
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a JS: Job Satisfaction

b OC: Organizational Commitment

c TI: Turnover Intention

As depicted in table 4.21, the requirement for the first 3 steps are met based on the analysis conducted using multiple regression. Final step, which is steps four (4), is needed in order to test the mediation effect of organizational commitment on the relationship between job satisfaction and turnover intention. For this analysis, promotion is integrated into the job satisfaction and form a composite of overall job satisfaction (JS).

Table 4.22 Relationship between job satisfaction and turnover intention with organizational commitment as a mediating variable.

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592(a)	.351	.345	.76741

a Predictors: (Constant), OC, JS

b Dependent Variable: TI

Based on the table above, the model indicates the R square value of 0.351 which means that 35.1% of turnover intention is predicted by both job satisfaction and organizational commitment among generation Y employees.

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.960	2	37.980	64.491	.000(a)
	Residual	1140.751	239	.589		
	Total	216.711	241			

a Predictors: (Constant), OC, JS

b Dependent Variable: TI

The table above indicates that there is a significant relationship between the predictors (job satisfaction and organizational commitment) and turnover intention among generation Y ($F= 64.491, p < 0.05$).

Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7.061	0.411		17.194	0.000		
JS	-0.485	0.095	-0.330	-5.091	0.000	0.647	1.545
OC	-0.800	0.156	-0.333	-5.144	0.000	0.647	1.545

a Dependent Variable: TI

Based on result shown in Table 4.22 above, when organizational commitment controls (mediates) the relationship between job satisfaction and turnover intention, the significant relationship between job satisfaction and turnover intention does not change ($\beta = 0.330, p < 0.05$). According to Baron and Kenny (1986), if the significant relationship between the independent and dependent variable does not change, it reveals that there is a partial mediation effect on the relationship between the independent and the dependent variable. Thus, based on the result,

Organizational commitment has partial mediation effect on the relationship between job satisfaction and organizational commitment.

As a result, Hypothesis 6 (H6) which indicates that organizational commitment will mediate the relationship between job satisfaction and turnover intention among generation Y is supported. The additional finding based on this analysis is that organizational commitment partially mediates the relationship between job satisfaction and turnover intention.

4.3 SUMMARY OF HYPOTHESIS TESTING

Based on the analysis conducted, below is the summary of the hypothesis tested:

Table 4.23 Hypothesis testing summary

	Hypothesis	Result
H1	There is a significant difference of turnover intention between gender (Male and female) among generation Y.	Not Supported
H2	There is a significant difference of turnover intention between age, race, marital status, working experience and education level group among generation Y.	Not Supported
H3	There is a significant relationship between Job satisfaction and turnover intention among Generation Y.	Supported
H4	There is a significant relationship between Job satisfaction and Organizational Commitment among Generation Y.	Supported
H5	There is a significant relationship between Organizational Commitment and Turnover Intention among Generation Y.	Supported

	Organizational commitment will mediate the	
H6	relationship between job satisfaction and turnover intention among generation Y.	Supported

Based on the results in table 4.23, it could be conclude that H1 and H2 is not supported base on the tests using Independent Sample T-test and One-Way ANOVA. However, H3, H4, H5 and H6 is supported based on the analysis done using multiple regression. Some additional findings has also been found for example based on the job satisfaction dimension, work is the dominant factor that influence both organizational commitment and turnover intention among generation Y employees.

4.4 CONCLUSION

This chapter is dedicated to test the hypothesis which is constructed and presented in chapter 2. Base on the test conducted, mainly using SPSS version 15, results has been obtained using specific analytical methods such as Sample T-Test, One-Way ANOVA and multiple regression. Results of this chapter will further discussed in chapter 5.

	among Generation Y.	
H6	Organizational commitment will mediate the relationship between job satisfaction and turnover intention among generation Y.	Supported

Research Question 1

Is there any significant difference of turnover intention between gender (Male and female) among generation Y?

According to the analysis conducted using Sample T-Test, H1 is not supported whereby there is no significant difference between male and female of generation Y on turnover intention ($f = 0.36, p > 0.05$). Based on this, it could be conclude that there is no difference in the attitude of intention to between male and female employees among Generation Y.

Research Question 2

Is there any significant difference of turnover intention between age, race, marital status, working experience and education level group among generation Y?

According to the analysis conducted using One-way ANOVA, the H2 is not supported and hence, there is no significance difference of turnover intention between age, race, marital status, working experience and education level group among generation Y. The results are summarize below:

Demographic	Result	Sig. Result
Age	No significant difference	($f = 0.922, p > 0.05$)
Race	No significant difference	($f = 0.445, p > 0.05$)

Marital Status	No significant difference	($f = 0.007, p > 0.05$)
Working Experience	No significant difference	($f = 1.010, p > 0.05$)
Educational level	No significant difference	($f = 0.777, p > 0.05$)

Therefore, it could be conclude that there is no difference of intention to leave among age, races, marital status, working experience and educational level group of generation Y

Research Question 3

Is there any significant relationship between Job satisfaction and turnover intention among generation Y?

Based on the findings presented in the previous chapter, hypothesis 3 is supported whereby there is a significant relationship between job satisfaction and turnover intention among generation Y. According to McNeese-Smith (1997) and Kangas et al. (1999), job satisfaction define as the feelings an employee has about the job in general as well as satisfaction with specific aspects, such as supervision, pay, opportunity for advancement and morale. There are many numerous studies that has been conducted especially in the western culture. In the studies by Griffeth et al., (2000), Kinicki et al. (2002), Price (2001), there is a negative relationship between job satisfaction and turnover intention. Studies conducted in the eastern context by Masri (2009) and Ganesan (2010) found that there is a negative relationship between job satisfaction and turnover intention. In this research, apart from the significant relationship shown between job satisfaction and turnover intention, the analysis also shown that there is a negative relationship between the two variables. The negative relationship means that when an employee is satisfied with their job, in terms of pay,

supervision, work and promotion, there will be a low level of intention to quit. This supported the study done by Griffeth et al,(2000), Kinicki et al. (2002), Price (2001) as well as Masri (2009) and Ganesan (2010). This research showed evidence that there is a negative, significant relationship between the variables namely job satisfaction and turnover intention. Additional test has also been done using multiple regression in order to understand which dimension of job satisfaction most strongly influence the turnover intention among generation Y employees. The additional findings found that work is the dominant factor that influence the turnover intention among generation Y employees. This means that when an employee is satisfied with their work specification, the employee will have low level of turnover intention.

Research Question 4

Is there any significant relationship between Job satisfaction and Organizational Commitment among Generation Y?

The findings in the empirical study found that there is a significant relationship between Job satisfaction and organizational commitment among Generation Y. In the study of Aydogdu and Asikgil (2011) which was done in Istanbul, the researchers found that that there is a positive relationship between job satisfaction and organizational commitment. Another study conducted by Lok and Crawford (1999) found that job satisfaction will have a positive relationship towards organizational commitment. Based on the findings of this study, it clearly supported the finding of the previous study which will give a more robust explanations on the relationship. In this study, it shows that the relationship of job satisfaction among generation Y are significantly the same with the previous findings by other researchers which job satisfaction has a significant positive relationship with organizational commitment.

This explains when an employee are satisfied with their job, the employee will be more committed to the organization. The employee will tend to share the same values with the organization and have a sense of loyalty towards the organization.

Research Question 5

Is there any significant relationship between Organizational commitment and turnover intention among Generation Y?

According to the result obtain in multiple regression, hypothesis 5 is supported whereby there is a significant relationship between organizational commitment and turnover intention among generation Y. The additional findings of this study which is not specifically stated in hypothesis 5 is that the relationship between the variables are significantly negative. This supports the past research conducted by Perryer, Jordan, Firms, Travaglione (2010), whereby it states that there is negative relationship between the two variables whereby high organizational commitment will contribute to low turnover intention of employees in an organization. The findings explains that when an employee have a high organizational commitment, it will result to a low level of turnover intention. Employee who is committed and loyal to an organization would not have the intention to quit the organization.

Research Question 6

Does organizational commitment mediates the relationship between Job satisfaction and turnover intention among generation Y?

Hypothesis 6 is supported whereby organizational commitment mediates the relationship between job satisfaction and turnover intention among generation Y employees. Study conducted by Slattery J.P and Selvarajan R.T.T (2005) to test the

mediation effect of organizational commitment towards the relationship between job satisfaction and turnover intention among client organization and temporary agency. The authors found that organizational commitment mediates the relationship between job satisfaction and turnover intention. In this study specifically, among generation Y, the organizational commitment also mediates the relationship between the two variables which automatically support as well as act as an evidence to the previous study done by Slattery J.P and Selvarajan R.T.T (2005). There is also an additional findings which is found based on the analysis conducted. The additional finding was that organizational commitment partially mediates the relationship between job satisfaction organizational commitment. This means that organizational commitment is accounts for some of the relationship between job satisfaction and turnover intention. Organizational commitment may have a slight effect on the relationship whereby when an employee is satisfied with his or her job, and at the same time has the same shared values as well as committed to the organization, the level of turnover intention could be lowered because of commitment attitude towards the organization.

5.3 RESEARCH IMPLICATIONS

One of the important motivation to embark on this research is to understand attitudes of Generation Y. As mentioned in the introduction chapter, generation Y is the second largest generation, followed by the baby boomers with 76 million members according to the Time Magazine Business (2007). According to Trunk (2007) Randle (2010), that there are significantly increase in high turnover rate among Generation Y. Given that the majority of employees will be from generation Y in 10 years time, it is important to understand the relationship between job satisfaction and turnover intention and what other factors that can mediate the relationship among the generation Y.

A significant negative relationship between job satisfaction and turnover intention implies that for employers, job satisfaction is important whereby this attitudes can constitutes to the behaviour or effect the intentions to quit among employees. Dimensions such as pay, promotions, work and supervision are some of the factors should be taken into account by employers in order to understand and motivate the employees especially among generation Y employees.

Additionally, the dominant factor that mostly influence the turnover intention among generation Y in this study is work. This factor could be use by employer to make decisions on the work specification of this generation for example to be more challenging. As mentioned by Ebenkamp and Marciniak (2002) this generation is a generation which posses grand ambitions and feeling optimistic about the future. Work specification which is challenging, fun, satisfying as well as gives a sense of achievements could be the key to increasing morale and motivation among Generation Y employees. Challenging work specification can give ideas to this generation of what they will be in the future which may excites them to stay in a current company and reduce the intention to leave because challenges will give experience for them to be ready in order to achieve their career goals in the future.

Secondly, the organizational commitment can mediates the these relationship which may give inputs on how attitudes are change given there is a commitment towards the organization. This generation need factors such good brand, good corporate policies and same shared values which may increase their organizational commitment as well as loyalty towards the organization which could reduce the intention to leave the organization. Building strong brands could be one of the ways to retain generation Y employees whereby it does effect and mediates the relationship between job satisfaction and turnover intention.

Therefore, as this generation will likely be the highest number of employees in an organization, it is essential to know their attitudes especially their job satisfaction in order to reduce the possibilities of turnover intention.

For academicians, this study could be a new input whereby even though many studies have been done on the relationship between job satisfaction and turnover intention among employees from various sector, the contribution of this study may well based on contemporary matters such studies on the new generation namely Generation Y. This study also contributes in terms of the study on the mediation effect of organizational commitment on the relationship between job satisfaction and turnover intention among generation Y whereby based on the analysis done, the study shows that organizational commitment has a partial mediation effect on the relationship between job satisfaction and turnover intention among generation Y.

Other theoretical academic contribution is the dominant factor namely work satisfaction. Base on this study, among generation Y, work satisfaction most influence the attitudes of turnover intention. The study have given new insights in terms of motivational factor that could influence most in terms of job satisfaction.

5.4 LIMITATIONS

The study conducted has limitations which may be the cause why the results in the study may not generated accurately. The first limitations are resource whereby time constraints is a factor which may influence the result of the study. The time this study is less than four months. The study could be more presentable whereby data could be obtain from different area and not just in Klang Valley area . More time are needed in order to conduct the research so that more data, bigger sample and

thorough analysis could be done in order to increase contributions to the society as well as academicians.

The second limitations, is that the sample taken is among employees in the telecommunication industry which may reflect only the generation Y in this industry. In order to get a more accurate results. sample from different industry may need to be taken in order to reflect the result more accurately. Nevertheless, such research needs more resource in terms of time and financial.

5.5 SUGGESTION FOR FUTURE RESEARCH

For future research, other mediating factor could be tested in order to understand what other factors that could mediates the relationship between job satisfaction and turnover intention. This can be a contribution to the knowledge as well as implication for managers and employees to widen the understanding of relationships between job satisfaction and turnover intention among generation Y.

Secondly, in this study. dimensions which is use to define job satisfaction is pay, promotions, work and supervision. Other dimensions, such as relationship with peers, recognition and job rank could be added for future research in order to understand more about the relationship between job satisfaction and turnover intention.

Thirdly, based on this research, the same study could be conducted with other emerging generation for example generation Z and generation Alpha. Since there is always a change in the workforce in terms of generations, continuous studies of relationship between job satisfaction and turnover intention need to conducted to understand the attitudes of employees over time. Such studies will give a great implications not just in the field of organizational behaviour and human resource, but

also in the field of marketing and psychology. This will give an excellent contribution to the knowledge as well as for organizations.

5.6 CONCLUSION

Based on this chapter, all of the research question constructed in the beginning of the study has been presented which gives informative insights on the attitude of job satisfaction, organizational commitment and turnover intention as well as the relationship between these variables among the generation Y. The study has also given some implications in for academicians whereby some of the results has contribute to the knowledge and also for practitioners which can be put into practice by managers in order to improve the attitude of job satisfaction especially among the generation Y employees. The study has also contribute in terms of giving suggestions in terms of improvements on the study as well as ideas to conduct other related study which will could contribute to the knowledge and practitioners in the future.

Nevertheless, with all the positive inputs that has been obtain from the study, limitations of this study needed to be take account especially in terms of the time constraints whereby could effect the result of the study all together.

As a conclusion, despite the limitations, this study could be one of the basis in order to understand the relationship of job satisfaction and turnover intention with the presents of organizational commitment as a mediator among generation Y employees.

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APPENDIX B

A) Reliability (Cronbach Alpha) - Actual based on 242 respondents

1. Pay

Case Processing Summary

		N	%
Cases	Valid	242	100.0
	Excluded(a)	0	.0
	Total	242	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.922	8

Item Statistics

	Mean	Std. Deviation	N
My Pay is adequate for normal expenses	3.18	1.104	242
I am satisfied with my pay	3.02	1.127	242
My pay is more sufficient for my living expenses	2.90	1.019	242
My pay is very secure	3.14	1.044	242
I am highly paid compared to others	2.77	1.045	242
I am paid according to my working experiences	3.24	1.122	242
Pay is increases depend on my performance	3.43	1.069	242
Pay is paid equal to the work done	3.05	1.176	242

2. Promotion

Case Processing Summary

		N	%
Cases	Valid	242	100.0
	Excluded(a)	0	.0
	Total	242	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.915	8

Item Statistics

	Mean	Std. Deviation	N
Promotion in my organization is quite good	3.10	1.177	242
Promotion in my organization is based on job efficiency	3.26	1.086	242
Promotion in my organization is frequent	2.98	1.123	242
Promotion in my organization is regular	2.98	.998	242
There are no limited opportunities for promotions in my organization	2.98	.991	242
Promotion in my organization is based on performance	3.41	1.011	242
The chances for promotions in my organization is fair	3.10	1.068	242
Promotion in my organization depend on the length of service	3.23	1.105	242

3. Work

Case Processing Summary

		N	%
Cases	Valid	242	100.0
	Excluded(a)	0	.0
	Total	242	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.893	8

Item Statistics

	Mean	Std. Deviation	N
My present job is fun	3.47	1.023	242
My present job is satisfying	3.48	.907	242
I am not bored with my present job	3.45	.947	242
My present job is good	3.60	.893	242
My present job is respected by others	3.60	.930	242
My present job is comfortable	3.56	.967	242
My present job is challenging	3.95	.877	242
My present job give me a sense of achievement	3.74	.835	242

4. Supervision

Case Processing Summary

		N	%
Cases	Valid	242	100.0
	Excluded(a)	0	.0
	Total	242	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.901	8

Item Statistics

	Mean	Std. Deviation	N
My supervisor always ask advice from me	3.21	.965	242
My supervisor is a responsible person	3.56	.873	242
My supervisor praises good work	3.55	.830	242
My supervisor is influential figure to me	3.43	.886	242
My supervisor give enough supervision to me	3.51	.875	242

My supervisor is a careful person	3.51	.884	242
My supervisor understand the nature of my work	3.65	.867	242
My supervisor is always there to provide assistance	3.62	.940	242

5. Overall Job Satisfaction (Pay, Promotion, Work and Supervision)

Case Processing Summary

		N	%
Cases	Valid	242	100.0
	Excluded(a)	0	.0
	Total	242	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.955	32

Item Statistics

	Mean	Std. Deviation	N
My Pay is adequate for normal expenses	3.18	1.104	242
I am satisfied with my pay	3.02	1.127	242
My pay is more sufficient for my living expenses	2.90	1.019	242
My pay is very secure	3.14	1.044	242
I am highly paid compared to others	2.77	1.045	242
I am paid according to my working experiences	3.24	1.122	242
Pay is increases depend on my performance	3.43	1.069	242
Pay is paid equal to the work done	3.05	1.176	242
Promotion in my organization is quite good	3.10	1.177	242
Promotion in my organization is based on job efficiency	3.26	1.086	242
Promotion in my organization is frequent	2.98	1.123	242
Promotion in my organization is regular	2.98	.998	242
There are no limited opportunities for promotions in my organization	2.98	.991	242

Promotion in my organization is based on performance	3.41	1.011	242
The chances for promotions in my organization is fair	3.10	1.068	242
Promotion in my organization depend on the length of service	3.23	1.105	242
My present job is fun	3.47	1.023	242
My present job is satisfying	3.48	.907	242
I am not bored with my present job	3.45	.947	242
My present job is good	3.60	.893	242
My present job is respected by others	3.60	.930	242
My present job is comfortable	3.56	.967	242
My present job is challenging	3.95	.877	242
My present job give me a sense of achievement	3.74	.835	242
My supervisor always ask advice from me	3.21	.965	242
My supervisor is a responsible person	3.56	.873	242
My supervisor praises good work	3.55	.830	242
My supervisor is influential figure to me	3.43	.886	242
My supervisor give enough supervision to me	3.51	.875	242
My supervisor is a careful person	3.51	.884	242
My supervisor understand the nature of my work	3.65	.867	242
My supervisor is always there to provide assistance	3.62	.940	242

6. Organizational commitment

Case Processing Summary

		N	%
Cases	Valid	242	100.0
	Excluded(a)	0	.0
	Total	242	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.706	15

Item Statistics

	Mean	Std. Deviation	N
I am willing to put in a great deal of effort beyond that normally expected in order to help this organizational to be successful.	3.64	.824	242
I talk up this organization to my friends as a great organization to work for.	3.47	.893	242
I feel very little loyalty to this organization.	2.89	.920	242
I would accept almost any type of job assignment in order to keep working for this organization.	3.44	.937	242
I find that my values and the organization's values are very similar.	3.41	.806	242
I am glad to tell others that I am part of this organization.	3.57	.886	242
I could just as well be working for a different organization as long as the type of work was similar.	2.92	.999	242
The organization really inspires the very best in me in the way of job performance.	3.36	.901	242
It would take very little change in my present circumstances to cause me to leave this organization .	3.00	.904	242

I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	3.46	.825	242
There's not too much to be gained by sticking with this organization indefinitely	2.90	.896	242
Often, I find it difficult to agree with this organization's policies on important matters relating to its employees .	2.78	.882	242
I really care about the fate of this organization.	3.43	.843	242
For me this is the best of all possible organizations for which to work.	3.25	.828	242
Deciding to work for this organization was a definite mistake on my part.	3.32	1.028	242

7. Turnover Intention

Case Processing Summary

		N	%
Cases	Valid	242	100.0
	Excluded(a)	0	.0
	Total	242	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.865	3

Item Statistics

	Mean	Std. Deviation	N
I often think of leaving my organization	2.88	1.141	242
It is very possible that I will look for a new job next year	2.86	1.059	242
If I may choose , I will choose to work for the current organization	2.78	1.002	242

B) Multiple Regression

1) Relationship between overall Job satisfaction and turnover intention.

Descriptive Statistics

	Mean	Std. Deviation	N
TI	2.8402	.94827	242
JS	3.3315	.64469	242

Correlations

		TI	JS
Pearson Correlation	TI	1.000	-.528
	JS	-.528	1.000
Sig. (1-tailed)	TI	.	.000
	JS	.000	.
N	TI	242	242
	JS	242	242

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	JS(a)	.	Enter

a All requested variables entered.

b Dependent Variable: TI

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528(a)	.279	.276	.80709

a Predictors: (Constant), JS

b Dependent Variable: TI

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.375	1	60.375	92.686	.000(a)
	Residual	156.335	240	.651		
	Total	216.711	241			

a Predictors: (Constant), JS

b Dependent Variable: TI

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	5.427	0.274		19.833	0	4.888	5.966					
JS	-.0776	0.081	-0.528	-9.627	0	-0.935	-0.618	.0528	-0.528	.0528	1	1

a Dependent Variable: TI

Collinearity Diagnostics(a)

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	JS
1	1	1.982	1	0.01	0.01
	2	0.018	10.452	0.99	0.99

a Dependent Variable: TI

Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8117	4.0680	2.8402	.50052	242
Std. Predicted Value	-2.055	2.453	.000	1.000	242
Standard Error of Predicted Value	.052	.138	.071	.020	242
Adjusted Predicted Value	1.8149	4.0801	2.8405	.50073	242
Residual	-2.20095	2.32753	.00000	.80542	242
Std. Residual	-2.727	2.884	.000	.998	242
Stud. Residual	-2.744	2.907	.000	1.002	242
Deleted Residual	-2.22793	2.36457	-.00026	.81175	242
Stud. Deleted Residual	-2.782	2.953	.000	1.005	242
Mahal. Distance	.000	6.018	.996	1.214	242
Cook's Distance	.000	.067	.004	.007	242
Centered Leverage Value	.000	.025	.004	.005	242

a Dependent Variable: TI

2) Relationship between Job satisfaction dimensions and turnover intention (dominant factors).

Descriptive Statistics

	Mean	Std. Deviation	N
TI	2.8402	.94827	242
Pay	3.0894	.87546	242
Work	3.6059	.69878	242
Supervision	3.5036	.68526	242

Correlations

		TI	Pay	Work	Supervision
Pearson Correlation	TI	1.000	-.471	-.511	-.294
	Pay	-.471	1.000	.611	.412
	Work	-.511	.611	1.000	.540
	Supervision	-.294	.412	.540	1.000
Sig. (1-tailed)	TI	.	.000	.000	.000
	Pay	.000	.	.000	.000
	Work	.000	.000	.	.000
	Supervision	.000	.000	.000	.
N	TI	242	242	242	242
	Pay	242	242	242	242
	Work	242	242	242	242
	Supervision	242	242	242	242

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Supervision, Pay, Work(a)		Enter

a All requested variables entered.
b Dependent Variable: TI

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549(a)	.301	.293	.79752

a Predictors: (Constant), Supervision, Pay, Work
b Dependent Variable: TI

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.335	3	21.778	34.241	.000(a)
	Residual	151.376	238	.636		
	Total	216.711	241			

a Predictors: (Constant), Supervision, Pay, Work
b Dependent Variable: TI

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	5.422	0.305		17.77	0	4.821	6.023					
Pay	-.0275	0.075	-0.254	3.684	0	-0.423	-0.128	0.471	-0.232	-0.2	0.617	1.622
Work	-.0486	0.101	-0.358	4.793	0	-0.685	-0.286	0.511	-0.297	-0.26	0.526	1.9
Supervision	0.006	0.09	0.004	0.064	0.949	-0.171	0.183	0.294	0.004	0.003	0.698	1.432

a Dependent Variable: TI

Collinearity Diagnostics(a)

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Pay	Work	Supervision
1	1	3.926	1	0	0	0	0
	2	0.042	9.682	0.15	0.73	0	0.07
	3	0.018	14.632	0.71	0.02	0	0.74
	4	0.014	16.623	0.14	0.25	1	0.19

a Dependent Variable: TI

Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8419	4.0599	2.8402	.52067	242
Std. Predicted Value	-1.917	2.342	.000	1.000	242
Standard Error of Predicted Value	.052	.200	.098	.031	242
Adjusted Predicted Value	1.8067	4.0463	2.8402	.52081	242
Residual	-2.15578	2.46347	.00000	.79254	242
Std. Residual	-2.703	3.089	.000	.994	242
Stud. Residual	-2.744	3.128	.000	1.003	242
Deleted Residual	-2.22185	2.52663	.00002	.80689	242
Stud. Deleted Residual	-2.783	3.188	.000	1.006	242
Mahal. Distance	.038	14.099	2.988	2.681	242
Cook's Distance	.000	.063	.005	.009	242
Centered Leverage Value	.000	.059	.012	.011	242

a Dependent Variable: TI

3) Relationship between overall Job satisfaction and organizational commitment.

Descriptive Statistics

	Mean	Std. Deviation	N
OC	3.2556	.39507	242
JS	3.3315	.64469	242

Correlations

		OC	JS
Pearson Correlation	OC	1.000	.594
	JS	.594	1.000
Sig. (1-tailed)	OC	.	.000
	JS	.000	.
N	OC	242	242
	JS	242	242

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	JS(a)	.	Enter

a All requested variables entered.

b Dependent Variable: OC

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594(a)	.353	.350	.31851

a Predictors: (Constant), JS

b Dependent Variable: OC

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.268	1	13.268	130.781	.000(a)
	Residual	24.348	240	.101		
	Total	37.615	241			

a Predictors: (Constant), JS

b Dependent Variable: OC

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	2.043	0.108		18.921	0	1.83	2.256					
	JS	0.364	0.032	0.594	11.436	0	0.301	0.427	0.594	0.594	0.594	1	1

a Dependent Variable: OC

Collinearity Diagnostics(a)

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	JS
1	1	1.982	1	0.01	0.01
	2	0.018	10.452	0.99	0.99

a Dependent Variable: OC

Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6801	3.7378	3.2556	.23463	242
Std. Predicted Value	-2.453	2.055	.000	1.000	242
Standard Error of Predicted Value	.020	.054	.028	.008	242
Adjusted Predicted Value	2.6845	3.7423	3.2559	.23466	242
Residual	-.80288	.77873	.00000	.31785	242
Std. Residual	-2.521	2.445	.000	.998	242
Stud. Residual	-2.543	2.455	.000	1.002	242
Deleted Residual	-.81681	.78522	-.00027	.32043	242
Stud. Deleted Residual	-2.572	2.481	.000	1.006	242
Mahal. Distance	.000	6.018	.996	1.214	242
Cook's Distance	.000	.056	.004	.007	242
Centered Leverage Value	.000	.025	.004	.005	242

a Dependent Variable: OC

4) Relationship between Job satisfaction dimension and organizational commitment (dominant factors).

Descriptive Statistics

	Mean	Std. Deviation	N
OC	3.2556	.39507	242
Pay	3.0894	.87546	242
Work	3.6059	.69878	242
Supervision	3.5036	.68526	242

Correlations

		OC	Pay	Work	Supervision
Pearson Correlation	OC	1.000	.445	.601	.472
	Pay	.445	1.000	.611	.412
	Work	.601	.611	1.000	.540
	Supervision	.472	.412	.540	1.000
Sig. (1-tailed)	OC	.	.000	.000	.000
	Pay	.000	.	.000	.000
	Work	.000	.000	.	.000
	Supervision	.000	.000	.000	.
N	OC	242	242	242	242
	Pay	242	242	242	242
	Work	242	242	242	242
	Supervision	242	242	242	242

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Supervision, Pay, Work(a)		Enter

a All requested variables entered.
b Dependent Variable: OC

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631(a)	.398	.390	.30847

a Predictors: (Constant), Supervision, Pay, Work
b Dependent Variable: OC

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.968	3	4.989	52.434	.000(a)
	Residual	22.647	238	.095		
	Total	37.615	241			

a Predictors: (Constant), Supervision, Pay, Work
b Dependent Variable: OC

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VI
1 (Constant)	1.835	0.118		15.545	0	1.602	2.067					
Pay	0.044	0.029	0.098	1.53	0.127	-0.013	0.101	0.445	0.099	0.077	0.617	1.6
Work	0.246	0.039	0.435	6.28	0	0.169	0.323	0.601	0.377	0.316	0.526	1.
Supervision	0.113	0.035	0.196	3.261	0.001	0.045	0.182	0.472	0.207	0.164	0.698	1.4

a Dependent Variable: OC

Collinearity Diagnostics(a)

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Pay	Work	Supervision
1	1	3.926	1	0	0	0	0
	2	0.042	9.682	0.15	0.73	0	0.07
	3	0.018	14.632	0.71	0.02	0	0.74
	4	0.014	16.623	0.14	0.25	1	0.19

a Dependent Variable: OC

Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6082	3.7573	3.2556	.24922	242
Std. Predicted Value	-2.598	2.013	.000	1.000	242
Standard Error of Predicted Value	.020	.077	.038	.012	242
Adjusted Predicted Value	2.6112	3.7623	3.2558	.24935	242
Residual	-.71138	.77957	.00000	.30655	242
Std. Residual	-2.306	2.527	.000	.994	242
Stud. Residual	-2.318	2.547	.000	1.002	242
Deleted Residual	-.72073	.79195	-.00012	.31162	242
Stud. Deleted Residual	-2.339	2.577	.000	1.006	242
Mahal. Distance	.038	14.099	2.988	2.681	242
Cook's Distance	.000	.064	.004	.008	242
Centered Leverage Value	.000	.059	.012	.011	242

a Dependent Variable: OC

5) Relationship between organizational commitment and turnover intention.

Descriptive Statistics

	Mean	Std. Deviation	N
OC	3.2556	.39507	242
TI	2.8402	.94827	242

Correlations

		OC	TI
Pearson Correlation	OC	1.000	-.529
	TI	-.529	1.000
Sig. (1-tailed)	OC	.	.000
	TI	.000	.
N	OC	242	242
	TI	242	242

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	TI(a)	.	Enter

- a All requested variables entered.
b Dependent Variable: OC

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529(a)	.280	.277	.33591

- a Predictors: (Constant), TI
b Dependent Variable: OC

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.535	1	10.535	93.370	.000(a)
	Residual	27.080	240	.113		
	Total	37.615	241			

- a Predictors: (Constant), TI
b Dependent Variable: OC

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	3.882	0.068		56.827	0	3.747	4.016						
	TI	-0.22	0.023	-.529	-9.663	0	-0.265	-0.176	.529	-.529	.529	1	1	

- a Dependent Variable: OC

Collinearity Diagnostics(a)

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	T1
1	1	1.949	1	0.03	0.03
	2	0.051	6.165	0.97	0.97

a Dependent Variable: OC

Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8529	3.6614	3.2556	.20908	242
Std. Predicted Value	-1.926	1.941	.000	1.000	242
Standard Error of Predicted Value	.022	.047	.030	.007	242
Adjusted Predicted Value	2.8420	3.6720	3.2556	.20919	242
Residual	-.96058	.87356	.00000	.33521	242
Std. Residual	-2.860	2.601	.000	.998	242
Stud. Residual	-2.866	2.620	.000	1.002	242
Deleted Residual	-.96470	.88634	.00001	.33806	242
Stud. Deleted Residual	-2.910	2.652	.000	1.006	242
Mahal. Distance	.028	3.766	.996	.928	242
Cook's Distance	.000	.050	.004	.006	242
Centered Leverage Value	.000	.016	.004	.004	242

a Dependent Variable: OC

6) Relationship between Job satisfaction and turnover intention with the presents of organizational commitment as a mediator.

Descriptive Statistics

	Mean	Std. Deviation	N
TI	2.8402	.94827	242
JS	3.3315	.64469	242
OC	3.2556	.39507	242

Correlations

		TI	JS	OC
Pearson Correlation	TI	1.000	-.528	-.529
	JS	-.528	1.000	.594
	OC	-.529	.594	1.000
Sig. (1-tailed)	TI	.	.000	.000
	JS	.000	.	.000
	OC	.000	.000	.
N	TI	242	242	242
	JS	242	242	242
	OC	242	242	242

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	OC, JS(a)	.	Enter

a All requested variables entered.
b Dependent Variable: TI

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592(a)	.351	.345	.76741

a Predictors: (Constant), OC, JS
b Dependent Variable: TI

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.960	2	37.980	64.491	.000(a)
	Residual	140.751	239	.589		
	Total	216.711	241			

a Predictors: (Constant), OC, JS
b Dependent Variable: TI

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	7.061	0.411		17.194	0	6.252	7.87					
JS	0.485	0.095	-0.33	-5.091	0	-0.673	-0.297	0.528	-0.313	0.265	0.647	1.545
OC	-0.8	0.156	-0.333	-5.144	0	-1.106	-0.494	0.529	-0.316	0.268	0.647	1.545

a Dependent Variable: TI

Collinearity Diagnostics(a)

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	JS	OC
1	1	2.975	1	0	0	0
	2	0.019	12.617	0.28	0.75	0.01
	3	0.006	22.179	0.71	0.25	0.98

a Dependent Variable: TI

Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.6856	4.2545	2.8402	.56141	242
Std. Predicted Value	-2.057	2.519	.000	1.000	242
Standard Error of Predicted Value	.049	.160	.082	.024	242
Adjusted Predicted Value	1.6935	4.3046	2.8407	.56165	242
Residual	-2.19851	2.23675	.00000	.76422	242
Std. Residual	-2.865	2.915	.000	.996	242
Stud. Residual	-2.882	2.939	.000	1.002	242
Deleted Residual	-2.22547	2.27357	-.00048	.77366	242
Stud. Deleted Residual	-2.928	2.987	.000	1.006	242
Mahal. Distance	.001	9.493	1.992	1.758	242
Cook's Distance	.000	.047	.004	.007	242
Centered Leverage Value	.000	.039	.008	.007	242

a Dependent Variable: TI

APPENDIX C



UNIVERSITI UTARA MALAYSIA COLLEGE OF BUSINESS QUESTIONNAIRE

Dear Respondents,

The purpose of the study is to analyze job satisfaction, organizational commitment and turnover intentions among skilled personnel in various industries.

Your response is very important to this study and will be kept strictly confidential. Please return the completed questionnaire at your earliest convenience. Thank you for your cooperation.

Regards,

AHMAD HAFIZUDDIN BIN SHAMSUL BAHRI

Msc. Management

Universiti Utara Malaysia (UUM)

SECTION A: BACKGROUND OF RESPONDENTS

Please tick (/) the most appropriate answer.

1. Gender

Male

Female

2. Age

16 And Below

17 to 22

23 to 28

29 to 34

35 and above

3. Race

Malay

Indian

Chinese

Others (Please Specify): _____

4. Marital Status

Single

Married

Others (Please Specify): _____

5. Working Experience

Less than 1 year

1 to 3 years

4 to 6 years

7 years and above

6. Length of service in current company

Less than 1 year

1 to 3 years

4 to 6 years

7 years and above

7. Educational Level

No formal education Primary

Secondary Diploma

Degree Master degree

Doctors of Philosophy (Ph. D.)

SECTION B: INVENTORY OF JOB SATISFACTION

Please complete all information and tick (/) the most appropriate answer to each question based on the scale below.

A PAY

Think of the pay you get now.

		1	2	3	4	5
	Scale	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1	My pay is adequate for normal expenses					
2	I am satisfied with my pay					
3	My pay is more sufficient for my living expenses					
4	My pay is very secure					
5	I am highly paid compared to others					
6	I am paid according to my working experiences					
7	Pay is increases depend on my performance					
8	Pay is paid equal to the work done					

B PROMOTION

Think of the opportunities for promotion that you have now.

		1	2	3	4	5
	Scale	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1	Promotion in my organization is quite good					
2	Promotion in my organization is based on job efficiency					
3	Promotion in my organization is frequent					

		1	2	3	4	5
	Scale	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
4	Promotion in my organization is regular					
5	There are no limited opportunities for promotions in my organization					
6	Promotion in my organization is based on performance					
7	The chances for promotions in my organization is fair					
8	Promotion in my organization depend on the length of service					

C THE WORK ITSELF

Think of your present work.

		1	2	3	4	5
	Scale	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1	My present job is fun					
2	My present job is satisfying					
3	I am not bored with my present job					
4	My present job is good					
5	My present job is respected by others					
6	My present job is comfortable					
7	My present job is challenging					
8	My present job give me a sense of achievement					

D SUPERVISION

Think of the kind of supervision that you get on your job now

		1	2	3	4	5
	Scale	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1	My supervisor always ask advice from me					
2	My supervisor is a responsible person					
3	My supervisor praises good work					
4	My supervisor is influential figure to me					
5	My supervisor give enough supervision to me					
6	My supervisor is a careful person					
7	My supervisor understand the nature of my work					
8	My supervisor is always there to provide assistance					

SECTION C: ORGANIZATIONAL COMMITMENT

Please tick (/) the most appropriate answer to each question based on the scale below.

Think of your current company

		1	2	3	4	5
	Scale	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organizational to be successful.					
2	I talk up this organization to my friends as a great organization to work for.					
3	I feel very little loyalty to this organization.					
4	I would accept almost any type of job assignment in order to keep working for this organization.					
5	I find that my values and the organization's values are very similar.					
6	I am glad to tell others that I am part of this organization.					
7	I could just as well be working for a different organization as long as the type of work was similar.					
8	The organization really inspires the very best in me in the way of job performance.					
9	It would take very little change in my present circumstances to cause me to leave this organization .					
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					
11	There's not too much to be gained by sticking with this organization indefinitely					
12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees .					

13	I really care about the fate of this organization.					
14	For me this is the best of all possible organizations for which to work.					
15	Deciding to work for this organization was a definite mistake on my part.					

SECTION D: INVENTORY OF TURNOVER INTENTION

Please tick (/) the most appropriate answer to each question based on the scale below.

	Scale	1	2	3	4	5
		Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1	I often think of leaving my organization					
2	It is very possible that I will look for a new job next year					
3	If I may choose , I will choose to work for the current organization					