

**Intention to Leave - Organizational Commitment  
Relation: Moderating Effect of Job Performance**

**A thesis is submitted to the Graduate School in partial  
fulfillment of the requirement for the degree**

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**Universiti Utara Malaysia**

**BY**

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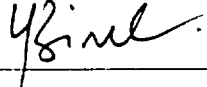
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## **Abstract**

### **Abstract in Bahasa Malaysia**

Kaji selidik dari dahulu didapati bahawa, Komitmen organisasi adalah berhubung **sonsang dengan keinginan** untuk berhenti kerja. Jenis kerja, **jantina**, pengalaman **dan** prestasi kerja didapati bahawa **memberi kesan** keatas hubungan diatas. Kajian diatas adalah tertakluk kepada situasi **tertentu. Ia** boleh diaplikasikan secara am tetapi tidak boleh digunakan **100%** kepada semua situasi. Oleh itu kajian **ini** dibuat khas untuk situasi di Sharp-Roxy Corporation Sdn. Bhd. Dari **kajian ini** didapati bahawa komitmen organisasi berhubung **sonsang dengan** keinginan untuk berhenti kerja, tetapi prestasi kerja tuidak **ada** kesan keatas hubungan diatas.

### ***Abstract in English***

*Previous studies found that organizational commitment inversely related to intention to leave. Above relationship is found to be moderated by job, experience, gender and performance. Above findings are found to be significant in specific setting (environment, demographic factors, culture, etc.). So it is not 100% applicable in every settings even though above findings are accepted generally. This study is carried out in order to suit Sharp-Roxy Corporation Sdn. Bhd Setting, At the end of the study it was found that organizational commitment inversely related to intention to leave, but above relationship is nor significantly moderated by job performance.*

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## **List of Abbreviations**

<b>No.</b>	<b>Abbreviation</b>	<b>Meaning</b>
1	ITL.....	Intention to Leave
2	OC.....	Organisational Commitment
3	JP.....	Job Performance

# Chapter 1

## 1 Introduction

### 1.1 Context of the Problem

A high rate of employee turnover in an organization means increased recruiting, selection, and training costs. Kasner (1997) suggests that each time an employee leaves a job it costs at least 30% of the person's annual salary for a replacement. Employee turnover can also mean a disruption in the efficient running of an organization, decline of productivity and inability of many firms to compete in world markets. When knowledgeable and experienced personnel or employee leave, the organization must find a replacement and train that person to assume the positions of responsibility (Phillips, 1990; Galante, 1995). All organizations, of course, have some employee turnover, which can be positive or negative turnover. If the right people are leaving the organization – the marginal and submarginal employees – turnover can be positive. It may create the opportunity to replace an under-performing individual with someone with higher skills or motivation, open up increased opportunities for promotion, and add new and fresh ideas to the organization. So the organizational consequences of turnover are dependent on who leaves and who stays (Galante, 1995).

Research on employee turnover behavior in organization settings involves the prediction and control of a very limited number of variables. The variables, such as job performance (Schwab, 1991), organizational commitment, absenteeism (Somers, 1995), job-involvement (Huselid & Day, 1991), employee ownership (Buchko,

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