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TURNOVER INTENTION AMONG POLYTECHNIC AND COMMUNITY COLLEGE LECTURERS



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UUM
Universiti Utara Malaysia

**MASTER OF HUMAN RESOURCE MANAGEMENT
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POLYTECHNIC AND COMMUNITY COLLEGE LECTURERS**



By

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Abstract

The aim of this research is to look into the factors that effects the turnover intention among lecturers from the polytechnic and community college. The primary objective of the research is to determine the relationship between the chosen independent variables which are organisation commitment, job satisfaction, job stress and promotion opportunity with turnover intention. The questionnaire method was used to get information from the research sample of 248 respondents from The Higher Educaton Officer Scheme from the polytechnic and community college in the Ministry of Higher Education. The finding of the research shows that all the independent variables organisation commitment, job satisfaction, job stress and promotion opportunity are significantly related with 85.7 percent to turnover intention. This project paper looks at literatures and data regarding employee's turnover which is useful for the Ministry to develop sustainable measures in order to retain their lecturers for the development of the polytechnic and community colleges.

Keywords: *factors of turnover intention, organisation commitment, job satisfaction, job stress, promotion opportunity, polytechnic, community college.*

Abstrak

Tujuan kajian ini adalah untuk melihat kepada faktor-faktor yang mempengaruhi keinginan untuk berhenti kerja dalam kalangan pensyarah politeknik dan kolej komuniti. Objektif kajian ini adalah untuk melihat hubungan antara pembolehubah komitmen organisasi, kepuasan bekerja, stress kerja dan peluang kenaikan pangkat dengan keinginan untuk berhenti kerja. Kaedah soal selidik telah digunapakai untuk mendapatkan maklumat daripada 248 Sampel Pegawai Pendidikan Pengajian Tinggi (PPPT) dari politeknik dan kolej komuniti yang berkhidmat di Kementerian Pendidikan Tinggi. Secara kesimpulannya berdasarkan hasil kajian yang telah dilaksanakan kesemua pembolehubah adalah mempunyai hubungan yang signifikan terhadap keinginan untuk berhenti kerja. Pembolehubah tersebut menerangkan 85.7 peratus terhadap keinginan untuk berhenti kerja. Kertas projek ini melihat kepada kajian literature serta data yang didapati berkaitan keinginan pensyarah politeknik dan kolej komuniti untuk berhenti kerja. Maklumat yang diperoleh boleh digunapakai oleh Kementerian untuk merangka kaedah yang sesuai untuk mengekalkan pensyarah serta membangunkan politeknik dan kolej komuniti seiring keperluan negara.

Kata Kunci: *faktor keinginan untuk berhenti kerja, komitmen organisasi, kepuasan bekerja, stress kerja, peluang kenaikan pangkat, politeknik, kolej komuniti.*

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Declaration

I hereby declare that:

This project paper is the end result of my own work and that due acknowledgement has been given in the references to ALL sources of information be it of printed, electronic, or personal source.

(ASYRAF HAFETZ BIN DAUD)

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Date: May 2019



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List of Abbreviations

Abbreviation	Meaning
TI	Turnover Intention
OC	Organisation Commitment
JS	Job Satisfaction
JST	Job Stress
PO	Promotion Opportunity
MOHE	Ministry of Higher Education
SPSS	Statistical Package for The Social Sciences
IV	Independent Variable
DV	Dependent Variable
TVET	Technical and Vocational Education and Training

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION TO THE RESEARCH

Malaysia is one country that is constantly developing, since its independence it has introduced various plans and strategy to create a sustainable country with its own brand. Some of the policies developed and introduced by the government include the National Development Policy, The Privatisation Policy, The New Economic Policy and The Science and Technology Policy all of which are policies directed to the modernisation of the country. The country has long since prepared itself towards leaping into the future by realizing the pillars under the Vision 2020 plan (Wawasan 2020). According to the plan, Malaysia aims to steer the future of the country to become a well developed country with high income status for the people and the country by the year 2020.

One of the plans that were set in the Vision 2020 is to explore and develop the people through education namely the Malaysian Education which is seen through its sixth vision that is to establish a scientific and progressive society (Jabatan Penerangan Malaysia, 2008).

A society that steers and progress to the needs of the future, constantly changing, uses and contributes to the scientific and technology of the future. In an effort to reposition the Higher Education Institutions (HEIs) that would support the Vision 2020 plan, the Ministry of Higher Education has introduced, the National Malaysian Higher Education Strategic Plan (NHESP) beyond year 2020 (Ministry of Higher Education Malaysia, 2007,

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APPENDIX A Research Questions



Research Questionnaire

My name is Asyraf Hafetz bin Daud and i am a postgraduate master's degree student from Universiti Utara Malaysia, Kuala Lumpur (UUMKL). I am currently doing a research as a Partial Fulfillment of the Requirement for the Master of Human Resource Management titled **Turnover Intention among Polytechnic and Community College Lecturers**. In order to complete the research, a survey to find the factors that contribute to the Turnover Intention among Polytechnic and Community College Lecturers will be conducted among lecturers from the Polytechnic and Community College Lecturers (Pegawai Pendidikan Pengajian Tinggi).

I am fully aware and understand that this is outside of your daily work responsibilities and that your time is limited to complete the many demands of your job. Therefore, I humbly request that you consider taking some time to answer the questions. Your response is vital to conclude the research and that your participation in this survey is highly appreciated.

All information provided in this questionnaire will be confidential. No information pertaining to individuals will be divulged to any third person or organisation. The information obtained in this study will be used purely for academic purposes only.

Should you have any question regarding this questionnaire please do not hesitate to contact me through my email address **asyrafhafetz@yahoo.co.uk** or call me directly through my mobile number **019-7645393**.

Thank you very much for your cooperation in responding to the questionnaire.

Asyraf Hafetz bin Daud

Student Number: 820287

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia, Kuala Lumpur

**Turnover Intention Among
Polytechnic and Community College Lecturers**

Dear Sir/Madam,

The purpose of this research is to identify factor that might affect turnover intention among Polytechnic and Community College lecturers.

This questionnaire consists of two (2) parts. Approximately 15 minutes is required to complete this questionnaire.

Part 1 - is related to General Information; and

Part 2 - is related to the factors that influence the turnover intention.

Finally, please read the instructions carefully before answering the questions. Thank you for your cooperation and willingness to answer the questionnaire. Your response will be kept confidential.

Thank You.

**Keinginan untuk Berhenti Kerja
Dalam Kalangan Pensyarah Politeknik dan Kolej Komuniti**

Tuan/Puan,

Objektif Kajian ini adalah untuk mengenalpasti faktor-faktor yang mempengaruhi keinginan untuk berhenti kerja dalam kalangan pensyarah di Politeknik dan Kolej Komuniti.

Kertas Kaji Selidik ini mengandungi dua (2) Bahagian. Keseluruhan masa yang diperlukan untuk menjawab soalan ini adalah sebanyak 15 minit. Dipohon kerjasama tuan/puan untuk memberikan jawapan yang paling tepat menggambarkan pandangan tuan/puan berkaitan pernyataan yang diberikan.

Bahagian 1 - adalah berkaitan maklumat am; dan

Bahagian 2 - adalah berkaitan faktor yang mempengaruhi keinginan untuk berhenti kerja.

Terima kasih di atas kerjasama tuan/puan untuk turut serta dalam kaji selidik ini. Maklumat yang diberikan adalah sulit serta hanya akan digunakan bagi tujuan kajian ini sahaja.

Terima Kasih.

PART 1: GENERAL INFORMATION
MAKLUMAT AM

1. Gender : ① Male ② Female
Jantina
2. Age : ① 21-29 years old
Umur ② 30-39 years old
 ③ 40-49 years old
 ④ 50-59 years old
3. Highest Education : ① STPM / Matriculation / College
Qualification ② Diploma
Kelayakan Akademik ③ Bachelor's Degree
Tertinggi ④ Masters Degree
 ⑤ Doctoral Degree
4. Years of Service : ① 1-5 years
Tempoh Perkhidmatan ② 6-10 years
 ③ 11-20 years
 ④ More than 21 years
5. Grade : ① DH VU7
Gred ② DH 53/54
 ③ DH 51/52
 ④ DH 47/48
 ⑤ DH 43/44
 ⑥ DH 41/42
 ⑦ DH 33/34
 ⑧ DH 31/32
 ⑨ DH 29
6. Salary : ① RM 2,000 and below
Gaji ② RM 2,001 – RM 4,000
 ③ RM 4,001 – RM 6,000
 ④ RM 6,001 and above
7. Role : ① Supervisory *Penyeliaan*
Peranan ② Non-Supervisory *Bukan Penyeliaan*

PART 2: FACTORS THAT INFLUENCE THE TURNOVER INTENTION
FAKTOR-FAKTOR YANG MEMPENGARUHI KEINGINAN UNTUK
BERHENTI KERJA

Please read the statements carefully and circle the answers related best to your opinion on turnover intention according to the scale below.

Sila baca pernyataan di bawah dengan teliti dan bulatkan jawapan yang terbaik berkaitan pendapat berkenaan hasrat keluar mengikut skala yang diberikan.

1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree
 1 = Sangat Tidak Setuju, 2 = Tidak Setuju, 3 = Tidak Pasti, 4 = Setuju, 5 = Sangat Setuju

SECTION A. TURNOVER INTENTION (KEINGINAN BERHENTI KERJA)						
1	I do not think about leaving my current position. <i>Saya tidak memikirkan untuk meninggalkan jawatan saya sekarang</i>	1	2	3	4	5
2	I will not leave my current position within the next three months <i>Saya tidak akan meninggalkan jawatan saya sekarang dalam masa tiga bulan akan datang</i>	1	2	3	4	5
3	I am not actively seeking employment with another organisation. <i>Saya tidak aktif mencari pekerjaan dengan organisasi lain</i>	1	2	3	4	5
4	I will be working for this institution five years from now <i>Saya akan terus bekerja dengan institusi ini dalam lima tahun akan datang</i>	1	2	3	4	5
5	I will not leave this institution even after i find a better job <i>Saya tidak akan meninggalkan institusi ini walaupun saya mendapat tawaran yang lebih baik</i>	1	2	3	4	5

Please read the statements carefully and circle the answers related best to your opinion on organisation commitment according to the scale below.

Sila baca pernyataan di bawah dengan teliti dan bulatkan jawapan yang terbaik berkaitan pendapat berkenaan komitmen organisasi mengikut skala yang diberikan.

1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree
 1 = Sangat Tidak Setuju, 2 = Tidak Setuju, 3 = Tidak Pasti, 4 = Setuju, 5 = Sangat Setuju

SECTION B. ORGANISATION COMMITMENT (KOMITMEN ORGANISASI)						
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful. <i>Saya rela memberikan usaha di luar jangkaan yang biasanya diharapkan untuk membantu organisasi ini berjaya.</i>	1	2	3	4	5
2	I mention to my friends that this organisation is a great organisation to work for. <i>Saya beritahu rakan saya bahawa organisasi ini adalah sebuah organisasi yang terbaik untuk berkerja</i>	1	2	3	4	5
3	I feel loyal to this organisation. <i>Saya merasakan kesetiaan terhadap organisasi ini</i>	1	2	3	4	5

4	I would accept almost any type of job assignment in order to keep working for this organisation. <i>Saya akan menerima hampir apa sahaja jenis tugas untuk terus bekerja dengan organisasi ini.</i>	1	2	3	4	5
5	I find that my values and the organisation's values are very similar. <i>Saya mendapati bahawa nilai murni saya dan nilai murni organisasi ini adalah sama</i>	1	2	3	4	5
6	I am proud to tell others that I am part of this organisation. <i>Saya berbangga untuk memberitahu orang lain bahawa saya adalah sebahagian dari organisasi ini</i>	1	2	3	4	5
7	I would not work for a different organisation even if the type of work was similar. <i>Saya tidak ingin bekerja dengan organisasi lain walaupun tugasnya adalah serupa</i>	1	2	3	4	5
8	This organisation really inspires the very best in me in the way of job performance. <i>Organisasi ini memberi inspirasi terbaik bagi saya dalam prestasi kerja</i>	1	2	3	4	5
9	It would take a major change in my present circumstances to cause me to leave this organisation. <i>Hanya apabila berlaku suatu perubahan besar dalam keadaan sekarang yang akan menyebabkan saya meninggalkan organisasi ini</i>	1	2	3	4	5
10	I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined. <i>Saya sangat gembira kerana memilih organisasi ini untuk bekerja daripada organisasi yang lain yang sedang dipertimbangkan ketika saya menyertai.</i>	1	2	3	4	5
11	There's much to be gained by sticking with this organisation indefinitely. <i>Banyak manfaat yang boleh diperoleh sekiranya saya bersama dengan organisasi ini untuk masa yang panjang</i>	1	2	3	4	5
12	I agree with this organisation's policies on important matters relating to its employees. <i>Saya bersetuju dengan polisi organisasi ini mengenai perkara yang berkaitan dengan pekerjaanya.</i>	1	2	3	4	5
13	I really care about the fate of this organisation. <i>Saya sangat mengambil berat terhadap nasib organisasi ini.</i>	1	2	3	4	5
14	For me this is the best of all possible organisations for which to work. <i>Bagi saya organisasi ini adalah yang terbaik untuk saya berkerja.</i>	1	2	3	4	5
15	Deciding to work for this organisation was a good choice on my part. <i>Keputusan untuk bekerja dengan organisasi ini adalah pilihan terbaik.</i>	1	2	3	4	5

Please read the statements carefully and circle the answers related best to your opinion on job satisfaction according to the scale below.

Sila baca pernyataan di bawah dengan teliti dan bulatkan jawapan yang terbaik berkaitan pendapat berkenaan kepuasan kerja mengikut skala yang diberikan.

1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree

1 = Sangat Tidak Setuju, 2 = Tidak Setuju, 3 = Tidak Pasti, 4 = Setuju, 5 = Sangat Setuju

SECTION C. JOB SATISFACTION (KEPUASAN BEKERJA)						
1	I am satisfied with the working environment <i>Saya berpuashati dengan persekitaran kerja</i>	1	2	3	4	5
2	I am satisfied with the job location. <i>Saya berpuashati dengan lokasi tempat bertugas saya</i>	1	2	3	4	5
3	I am satisfied with the present working hour. <i>Saya berpuashati dengan waktu kerja semasa</i>	1	2	3	4	5
4	I am satisfied with the existing salary structure <i>Saya berpuashati dengan struktur gaji semasa</i>	1	2	3	4	5
5	I am satisfied with the compensation I get & I think it matches with my responsibility <i>Saya berpuashati dengan bayaran emolumen yang diterima dan ianya menepati tanggungjawab yang diberikan</i>	1	2	3	4	5
6	I am happy with my work responsibilities. <i>Saya gembira dengan tanggungjawab tugas saya</i>	1	2	3	4	5
7	I feel comfortable in carrying out my responsibilities. <i>Saya selesa menjalankan tanggungjawab saya</i>	1	2	3	4	5
8	I am satisfied with work relationships with the people around me. <i>Saya berpuashati dengan hubungan dengan rakan sekerja saya</i>	1	2	3	4	5
9	I am satisfied with various activities in the firm & love participating in them. <i>Saya berpuashati dan suka untuk mengambil bahagian dalam aktiviti yang dilaksanakan dalam institusi saya</i>	1	2	3	4	5
10	I am happy with the overall job security. <i>Saya gembira dengan jaminan terhadap jawatan ini</i>	1	2	3	4	5
11	I feel that the salary that I receive is up to my academic qualification <i>Saya rasa gaji yang diterima setaraf dengan kelayakan akademik yang dimiliki</i>	1	2	3	4	5
12	I am satisfied with the given right to put forward my opinions. <i>Saya berpuashati dengan hak yang diberikan kepada saya untuk menyuarakan pandangan saya</i>	1	2	3	4	5
13	I am satisfied with the leaders in my workplace as positive role models. <i>Saya berpuas hati dengan para pemimpin di tempat kerja saya sebagai model positif.</i>	1	2	3	4	5
14	I am happy with the relationship I have with my co-workers <i>Saya gembira dengan hubungan saya bersama rakan sekerja</i>	1	2	3	4	5

15	I am satisfied with the present performance appraisal policy of the organisation. <i>Saya berpuashati dengan polisi penilaian prestasi terkini di organisasi saya</i>	1	2	3	4	5
16	I am happy with the recognition and rewards for my outstanding works and contributions. <i>Saya gembira dengan pengiktirafan dan ganjaran yang diberikan kepada saya atas tugas dan sumbangan cemerlang yang diberikan</i>	1	2	3	4	5
17	I am satisfied and think I've been awarded the right set of duties, as per my ability. <i>Saya berpuashati dan fikir bahawa saya telah diberikan tugas yang berpatutan dengan kebolehan saya</i>	1	2	3	4	5
18	I am satisfied & able to maintain a healthy balance between work and family life. <i>Saya berpuashati dan mampu mengekalkan kehidupan yang seimbang antara kerjaya dan keluarga</i>	1	2	3	4	5
19	Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement. <i>Memenuhi kehendak tugas saya memberikan saya perasaan kepuasan dan pencapaian peribadi</i>	1	2	3	4	5
20	I am satisfied with the leave policy <i>Saya berpuashati dengan polisi kemudahan cuti yang diberikan</i>	1	2	3	4	5
21	I have good relationship with my immediate supervisor <i>Saya mempunyai hubungan yang baik dengan penyelia saya</i>	1	2	3	4	5

Please read the statements carefully and circle the answers related best to your opinion on job stress according to the scale below.

Sila baca pernyataan di bawah dengan teliti dan bulatkan jawapan yang terbaik berkaitan pendapat berkenaan stress kerja mengikut skala yang diberikan.

1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree

1 = Sangat Tidak Setuju, 2 = Tidak Setuju, 3 = Tidak Pasti, 4 = Setuju, 5 = Sangat Setuju

SECTION D. JOB STRESS (STRESS KERJA)						
<i>ambiguity</i>						
1	I know the procedures to use to get my job done <i>Saya fasih dengan prosedur untuk menyiapkan tugas saya</i>	1	2	3	4	5
2	I know exactly what is expected of me in my job <i>Saya faham secara tepat ekspektasi terhadap saya berkaitan tugas saya</i>	1	2	3	4	5
3	I work under clear directives <i>Saya bekerja di bawah arahan yang jelas</i>	1	2	3	4	5
<i>conflict</i>						
4	I do not get conflicting job requests from different supervisors <i>Saya tidak menerima permintaan tugas yang bercanggah daripada penyelia yang berbeza</i>	1	2	3	4	5

5	I get consistent job requests from my immediate supervisor <i>Saya mendapat permintaan tugas yang konsisten daripada penyelia terdekat saya</i>	1	2	3	4	5
Workload						
6	I have enough time to get everything done in my job <i>Saya mempunyai masa yang mencukupi untuk menyiapkan tugas saya</i>	1	2	3	4	5
7	My workload is not heavy <i>Beban tugas saya adalah ringan</i>	1	2	3	4	5
resources						
8	I do not have any difficulty getting supplies needed for my job <i>Saya tidak mempunyai sebarang kesukaran untuk mendapatkan keperluan yang diperlukan untuk melaksanakan tugas saya</i>	1	2	3	4	5
9	I have adequate equipment to do my job. <i>Saya mempunyai kelengkapan yang mencukupi untuk melaksanakan tugas saya</i>	1	2	3	4	5
10	I have enough resources to get everything done on my job. <i>Saya mempunyai sumber yang cukup untuk menyiapkan tugas saya</i>	1	2	3	4	5
11	I have enough support services to do my job. <i>Saya mempunyai perkhidmatan sokongan yang mencukupi untuk melaksanakan tugas saya</i>	1	2	3	4	5

Please read the statements carefully and circle the answers related best to your opinion on promotion opportunity according to the scale below.

Sila baca pernyataan di bawah dengan teliti dan bulatkan jawapan yang terbaik berkaitan pendapat berkenaan peluang pembangunan kerjaya mengikut skala yang diberikan.

1 = Strongly disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree

1 = Sangat Tidak Setuju, 2 = Tidak Setuju, 3 = Tidak Pasti, 4 = Setuju, 5 = Sangat Setuju

SECTION E. PROMOTION OPPORTUNITY (PELUANG PEMBANGUNAN KERJAYA)						
1	The organisation provides opportunities for career advancement <i>Organisasi ini menawarkan peluang untuk kemajuan kerjaya</i>	1	2	3	4	5
2	I am well aware of the criteria for promotion <i>Saya faham berkaitan kriteria untuk kenaikan pangkat</i>	1	2	3	4	5
3	The promotion policy is based on excellence <i>Polisi kenaikan pangkat adalah berdasarkan kecemerlangan</i>	1	2	3	4	5
4	The promotion policy is fair <i>Polisi kenaikan pangkat adalah adil</i>	1	2	3	4	5
5	Promotion exercise is held regularly <i>Urusan kenaikan pangkat kerap dilaksanakan</i>	1	2	3	4	5
6	The promotion policy is similar to the policy of the other institutions <i>Polisi kenaikan pangkat yang dilaksanakan mempunyai kesamaan dengan polisi yang dilaksanakan di institusi lain</i>	1	2	3	4	5

Thank you for your cooperation.

Terima Kasih.

APPENDIX B
Statistical Package for the Social Sciences (SPSS) Output

Reliability Test for Pilot Test

Case Processing Summary

	N	%
Valid	30	100.0
Cases Excluded ^a	0	.0
Total	30	100.0

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

VARIABLES=TI1 TI2 TI3 TI4 TI5

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.898	.909	5

VARIABLES=OC1 OC2 OC3 OC4 OC5 OC6 OC7 OC8 OC9 OC10 OC11 OC12 OC13 OC14 OC15

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.863	.869	15

VARIABLES=JS1 JS2 JS3 JS4 JS5 JS6 JS7 JS8 JS9 JS10 JS11 JS12 JS13 JS14 JS15 JS16 JS17 JS18 JS19 JS20 JS21

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.966	.970	21

VARIABLES=JST1 JST2 JST3 JST4 JST5 JST6 JST7 JST8 JST9 JST10 JST11

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.849	11

VARIABLES=PO1 PO2 PO3 PO4 PO5 PO6

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.874	6

Reliability Test Final

Case Processing Summary

		N	%
Cases	Valid	248	100.0
	Excluded ^a	0	.0
	Total	248	100.0

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

VARIABLES=TI1 TI2 TI3 TI4 TI5

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.988	.988	5

VARIABLES=OC1 OC2 OC3 OC4 OC5 OC6 OC7 OC8 OC9 OC10 OC11 OC12 OC13 OC14 OC15

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.987	.986	15

VARIABLES=JS1 JS2 JS3 JS4 JS5 JS6 JS7 JS8 JS9 JS10 JS11 JS12 JS13 JS14 JS15 JS16 JS17 JS18 JS19 JS20 JS21

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.989	.989	21

VARIABLES=JST1 JST2 JST3 JST4 JST5 JST6 JST7 JST8 JST9 JST10 JST11

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.991	.990	11

VARIABLES=PO1 PO2 PO3 PO4 PO5 PO6

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.995	.995	6

Reliability

Case Processing Summary

	N	%
Valid	248	100.0
Cases Excluded ^a	0	.0
Total	248	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.981	70



Descriptives

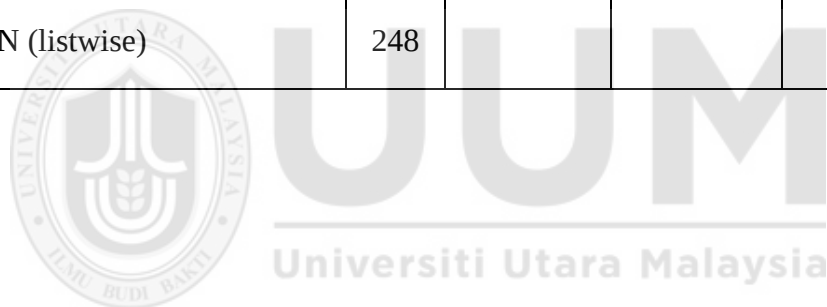
Item	N	Minimum	Maximum	Mean	Std. Deviation
Gender	248	1	2	1.66	0.476
Age	248	1	4	2.19	0.517
Highest Education Qualification	248	2	5	3.40	0.628
Years in Service	248	1	4	2.40	0.628
Grade	248	3	9	5.27	0.905
Salary	248	1.00	4.00	3.0040	0.56553
Role	248	1	2	1.61	0.489
I often think about leaving my current position.	248	1	5	3.29	1.546
I will leave my current position within the next three months	248	1	5	3.42	1.587
I am actively seeking employment with another organisation.	248	1	5	3.41	1.590
I will not be working for this institution five years from now	248	1	5	3.38	1.580
As soon as I find a better job, I will leave this institution	248	1	5	3.19	1.556
I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful.	248	1	5	4.31	0.757
I talk up this organisation to my friends as a great organisation to work for	248	1	5	4.13	0.849
I feel loyal to this organisation.	248	1	5	3.90	1.121

I would accept almost any type of job assignment in order to keep working for this organisation.	248	1	5	3.75	0.944
I find that my values and the organisation's values are very similar.	248	1	5	3.92	0.778
I am proud to tell others that I am part of this organisation.	248	2	5	4.30	0.698
I would not work for a different organisation even if the type of work was similar.	248	1	5	3.99	0.939
This organisation really inspires the very best in me in the way of job performance.	248	1	5	4.02	0.867
It would take a major change in my present circumstances to cause me to leave this organisation.	248	1	5	3.47	1.297
I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.	248	1	5	4.13	0.811
There's much to be gained by sticking with this organisation indefinitely.	248	1	5	3.85	1.012
I agree with this organisation's policies on important matters relating to its employees.	248	1	5	3.84	0.846
I really care about the fate of this organisation.	248	2	5	4.21	0.675
For me this is the best of all possible organisations for which to work.	248	1	5	4.08	0.848
Deciding to work for this organisation was a good choice on my part.	248	1	5	3.97	1.060
I am satisfied with the working environment	248	1	5	4.05	0.955
I am satisfied with the job location.	248	1	5	4.09	1.102
I am satisfied with the present working hour.	248	2	5	4.34	0.655

I am satisfied with the existing salary structure	248	1	5	3.72	1.159
I am satisfied with the compensation I get & I think it matches with my responsibility	248	1	5	3.77	1.063
I am happy with my work responsibilities.	248	1	5	4.11	0.837
I feel comfortable in carrying out my responsibilities.	248	1	5	4.30	0.656
I am satisfied with work relationships with the people around me.	248	2	5	4.36	0.683
I am satisfied with various activities in the firm & love participating in them.	248	1	5	4.27	0.765
I am happy with the overall job security.	248	1	5	4.31	0.678
I feel that the salary that I receive is up to my academic qualification	248	1	5	2.92	1.366
I am satisfied with the given right to put forward my opinions.	248	1	5	3.85	0.925
I am satisfied with the leaders in my workplace as positive role models.	248	1	5	3.77	0.983
I am happy with the relationship I have with my co-workers	248	1	5	4.35	0.693
I am satisfied with the present performance appraisal policy of the organisation.	248	1	5	3.96	0.949
I am happy with the recognition and rewards for my outstanding works and contributions.	248	1	5	3.87	0.990
I am satisfied and think I've been awarded the right set of duties, as per my ability.	248	1	5	4.02	0.839
I am satisfied & able to maintain a healthy balance between work and family life.	248	1	5	4.08	0.845
Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement.	248	1	5	4.18	0.743

I am satisfied with the leave policy	248	1	5	4.20	0.815
I have good relationship with my immediate supervisor	248	1	5	4.35	0.656
I know the procedures to use to get my job done	248	2	5	4.25	0.569
I know exactly what is expected of me in my job	248	2	5	4.29	0.585
I work under clear directives	248	1	5	3.01	1.250
I do not get conflicting job requests from different supervisors	248	1	5	3.01	1.206
I get consistent job requests from my immediate supervisor	248	1	5	3.89	0.805
I have enough time to get everything done in my job	248	1	5	3.10	1.271
My workload is not heavy	248	1	5	3.02	1.237
I do not have any difficulty getting supplies needed for my job	248	1	5	3.09	1.304
I have adequate equipment to do my job.	248	1	5	3.04	1.286
I have enough time to get everything done on my job.	248	1	5	2.96	1.264
I have enough support services to do my job.	248	1	5	3.00	1.284
The organisation provides opportunities for career advancement	248	1	5	4.25	0.717
I am well aware of the criteria for promotion	248	2	5	4.12	0.746
The promotion policy is based on excellence	248	1	5	4.03	0.899
The promotion policy is fair	248	1	5	3.78	0.918

Promotion exercise is held regularly	248	1	5	3.96	0.848
The promotion policy is similar to the policy of the other institutions	248	1	5	3.49	0.935
TI	248	1.00	5.00	1.8927	1.04333
OC	248	1.93	5.00	3.9927	0.56170
JS	248	2.38	5.00	4.0422	0.52854
JST	248	1.82	5.00	3.3332	0.75249
PO	248	1.50	5.00	3.9388	0.61156
Valid N (listwise)	248				



Frequencies

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	85	34.3	34.3	34.3
	Female	163	65.7	65.7	100.0
	Total	248	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 to 29 years	12	4.8	4.8	4.8
	30 to 39 years	179	72.2	72.2	77.0
	40 to 49 years	55	22.2	22.2	99.2
	50 to 59 years	2	.8	.8	100.0
	Total	248	100.0	100.0	

Highest Education Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	12	4.8	4.8	4.8
	Bachelor's Degree	132	53.2	53.2	58.1
	Masters's Degree	97	39.1	39.1	97.2
	Doctoral Degree	7	2.8	2.8	100.0
	Total	248	100.0	100.0	

Years in Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 5 years	16	6.5	6.5	6.5
	6 to 10 years	121	48.8	48.8	55.2
	11 to 20 years	108	43.5	43.5	98.8
	More than 21 years	3	1.2	1.2	100.0
	Total	248	100.0	100.0	

Grade

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DH 51/52	1	.4	.4	.4
DH 47/48	37	14.9	14.9	15.3
DH 43/44	128	51.6	51.6	66.9
DH 41/42	69	27.8	27.8	94.8
DH 33/34	7	2.8	2.8	97.6
DH 31/32	2	.8	.8	98.4
DH 29	4	1.6	1.6	100.0
Total	248	100.0	100.0	

Salary

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid RM 2,000.00 and below	4	1.6	1.6	1.6
RM 2,001.00 to RM 4,000.00	27	10.9	10.9	12.5
RM 4,001.00 to RM 6,000.00	181	73.0	73.0	85.5
RM 6,001.00 and above	36	14.5	14.5	100.0
Total	248	100.0	100.0	

Role

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Supervisory	97	39.1	39.1	39.1
Non-Supervisory	151	60.9	60.9	100.0
Total	248	100.0	100.0	

Frequencies

I do not think about leaving my current position.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	34	13.7	13.7	13.7
	Disagree	77	31.0	31.0	44.8
	Undecided	12	4.8	4.8	49.6
	Agree	34	13.7	13.7	63.3
	Strongly Agree	91	36.7	36.7	100.0
	Total	248	100.0	100.0	

I will not leave my current position within the next three months

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	34	13.7	13.7	13.7
	Disagree	71	28.6	28.6	42.3
	Undecided	9	3.6	3.6	46.0
	Agree	26	10.5	10.5	56.5
	Strongly Agree	108	43.5	43.5	100.0
	Total	248	100.0	100.0	

I am not actively seeking employment with another organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	35	14.1	14.1	14.1
	Disagree	70	28.2	28.2	42.3
	Undecided	8	3.2	3.2	45.6
	Agree	28	11.3	11.3	56.9
	Strongly Agree	107	43.1	43.1	100.0
	Total	248	100.0	100.0	

I will be working for this institution five years from now

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	36	14.5	14.5	14.5
	Disagree	69	27.8	27.8	42.3
	Undecided	10	4.0	4.0	46.4
	Agree	31	12.5	12.5	58.9
	Strongly Agree	102	41.1	41.1	100.0
	Total	248	100.0	100.0	

I will not leave this institution even after i find a better job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	41	16.5	16.5	16.5
	Disagree	72	29.0	29.0	45.6
	Undecided	19	7.7	7.7	53.2
	Agree	31	12.5	12.5	65.7
	Strongly Agree	85	34.3	34.3	100.0
	Total	248	100.0	100.0	

I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	44	17.7	17.7	17.7
	Disagree	76	30.6	30.6	48.4
	Undecided	10	4.0	4.0	52.4
	Agree	60	24.2	24.2	76.6
	Strongly Agree	58	23.4	23.4	100.0
	Total	248	100.0	100.0	

I mention to my friends that this organisation is a great organisation to work for.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	78	31.5	31.5	48.4
	Undecided	9	3.6	3.6	52.0
	Agree	65	26.2	26.2	78.2
	Strongly Agree	54	21.8	21.8	100.0
	Total	248	100.0	100.0	

I feel loyal to this organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	18.1	18.1	18.1
	Disagree	84	33.9	33.9	52.0
	Undecided	12	4.8	4.8	56.9
	Agree	49	19.8	19.8	76.6
	Strongly Agree	58	23.4	23.4	100.0
	Total	248	100.0	100.0	

I would accept almost any type of job assignment in order to keep working for this organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	85	34.3	34.3	51.2
	Undecided	24	9.7	9.7	60.9
	Agree	65	26.2	26.2	87.1
	Strongly Agree	32	12.9	12.9	100.0
	Total	248	100.0	100.0	

I find that my values and the organisation's values are very similar.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	74	29.8	29.8	46.8
	Undecided	20	8.1	8.1	54.8
	Agree	79	31.9	31.9	86.7
	Strongly Agree	33	13.3	13.3	100.0
	Total	248	100.0	100.0	

I am proud to tell others that I am part of this organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	74	29.8	29.8	46.8
	Undecided	5	2.0	2.0	48.8
	Agree	63	25.4	25.4	74.2
	Strongly Agree	64	25.8	25.8	100.0
	Total	248	100.0	100.0	

I would not work for a different organisation even if the type of work was similar.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	18.1	18.1	18.1
	Disagree	81	32.7	32.7	50.8
	Undecided	20	8.1	8.1	58.9
	Agree	58	23.4	23.4	82.3
	Strongly Agree	44	17.7	17.7	100.0
	Total	248	100.0	100.0	

This organisation really inspires the very best in me in the way of job performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	43	17.3	17.3	17.3
	Disagree	77	31.0	31.0	48.4
	Undecided	14	5.6	5.6	54.0
	Agree	66	26.6	26.6	80.6
	Strongly Agree	48	19.4	19.4	100.0
	Total	248	100.0	100.0	

It would take a major change in my present circumstances to cause me to leave this organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	55	22.2	22.2	22.2
	Disagree	100	40.3	40.3	62.5
	Undecided	15	6.0	6.0	68.5
	Agree	38	15.3	15.3	83.9
	Strongly Agree	40	16.1	16.1	100.0
	Total	248	100.0	100.0	

I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	76	30.6	30.6	47.6
	Undecided	14	5.6	5.6	53.2
	Agree	62	25.0	25.0	78.2
	Strongly Agree	54	21.8	21.8	100.0
	Total	248	100.0	100.0	

There's much to be gained by sticking with this organisation indefinitely.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	18.1	18.1	18.1
	Disagree	78	31.5	31.5	49.6
	Undecided	21	8.5	8.5	58.1
	Agree	54	21.8	21.8	79.8
	Strongly Agree	50	20.2	20.2	100.0
	Total	248	100.0	100.0	

I agree with this organisation's policies on important matters relating to its employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	43	17.3	17.3	17.3
	Disagree	77	31.0	31.0	48.4
	Undecided	23	9.3	9.3	57.7
	Agree	71	28.6	28.6	86.3
	Strongly Agree	34	13.7	13.7	100.0
	Total	248	100.0	100.0	

I really care about the fate of this organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

For me this is the best of all possible organisations for which to work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	76	30.6	30.6	47.6
	Undecided	10	4.0	4.0	51.6
	Agree	66	26.6	26.6	78.2
	Strongly Agree	54	21.8	21.8	100.0
	Total	248	100.0	100.0	

Deciding to work for this organisation was a good choice on my part.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	78	31.5	31.5	50.0
	Undecided	11	4.4	4.4	54.4
	Agree	56	22.6	22.6	77.0
	Strongly Agree	57	23.0	23.0	100.0
	Total	248	100.0	100.0	

I am satisfied with the working environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	48	19.4	19.4	19.4
	Disagree	79	31.9	31.9	51.2
	Undecided	6	2.4	2.4	53.6
	Agree	68	27.4	27.4	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I am satisfied with the job location.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I am satisfied with the present working hour.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	78	31.5	31.5	50.0
	Undecided	8	3.2	3.2	53.2
	Agree	50	20.2	20.2	73.4
	Strongly Agree	66	26.6	26.6	100.0
	Total	248	100.0	100.0	

I am satisfied with the existing salary structure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	49	19.8	19.8	19.8
	Disagree	95	38.3	38.3	58.1
	Undecided	10	4.0	4.0	62.1
	Agree	53	21.4	21.4	83.5
	Strongly Agree	41	16.5	16.5	100.0
	Total	248	100.0	100.0	

I am satisfied with the compensation I get & I think it matches with my responsibility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I am happy with my work responsibilities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	82	33.1	33.1	51.6
	Undecided	5	2.0	2.0	53.6
	Agree	65	26.2	26.2	79.8
	Strongly Agree	50	20.2	20.2	100.0
	Total	248	100.0	100.0	

I feel comfortable in carrying out my responsibilities.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	47	19.0	19.0	19.0
	Disagree	78	31.5	31.5	50.4
	Undecided	5	2.0	2.0	52.4
	Agree	59	23.8	23.8	76.2
	Strongly Agree	59	23.8	23.8	100.0
	Total	248	100.0	100.0	

I am satisfied with work relationships with the people around me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	78	31.5	31.5	50.0
	Undecided	5	2.0	2.0	52.0
	Agree	55	22.2	22.2	74.2
	Strongly Agree	64	25.8	25.8	100.0
	Total	248	100.0	100.0	

I am satisfied with various activities in the firm & love participating in them.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	80	32.3	32.3	50.8
	Undecided	4	1.6	1.6	52.4
	Agree	56	22.6	22.6	75.0
	Strongly Agree	62	25.0	25.0	100.0
	Total	248	100.0	100.0	

I am happy with the overall job security.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	78	31.5	31.5	50.0
	Undecided	6	2.4	2.4	52.4
	Agree	56	22.6	22.6	75.0
	Strongly Agree	62	25.0	25.0	100.0
	Total	248	100.0	100.0	

I feel that the salary that I receive is up to my academic qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I am satisfied with the given right to put forward my opinions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I am satisfied with the leaders in my workplace as positive role models.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I am happy with the relationship I have with my co-workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	78	31.5	31.5	50.0
	Undecided	3	1.2	1.2	51.2
	Agree	54	21.8	21.8	73.0
	Strongly Agree	67	27.0	27.0	100.0
	Total	248	100.0	100.0	

I am satisfied with the present performance appraisal policy of the organisation.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I am happy with the recognition and rewards for my outstanding works and contributions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I am satisfied and think I've been awarded the right set of duties, as per my ability.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I am satisfied & able to maintain a healthy balance between work and family life.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	79	31.9	31.9	50.4
	Undecided	9	3.6	3.6	54.0
	Agree	67	27.0	27.0	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	79	31.9	31.9	50.4
	Undecided	6	2.4	2.4	52.8
	Agree	68	27.4	27.4	80.2
	Strongly Agree	49	19.8	19.8	100.0
	Total	248	100.0	100.0	

I am satisfied with the leave policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	3	1.2	1.2	18.1
	Undecided	11	4.4	4.4	22.6
	Agree	145	58.5	58.5	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

I have good relationship with my immediate supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	46	18.5	18.5	18.5
	Disagree	78	31.5	31.5	50.0
	Undecided	3	1.2	1.2	51.2
	Agree	55	22.2	22.2	73.4
	Strongly Agree	66	26.6	26.6	100.0
	Total	248	100.0	100.0	

I know the procedures to use to get my job done

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	44	17.7	17.7	17.7
	Disagree	76	30.6	30.6	48.4
	Undecided	6	2.4	2.4	50.8
	Agree	82	33.1	33.1	83.9
	Strongly Agree	40	16.1	16.1	100.0
	Total	248	100.0	100.0	

I know exactly what is expected of me in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	44	17.7	17.7	17.7
	Disagree	76	30.6	30.6	48.4
	Undecided	6	2.4	2.4	50.8
	Agree	78	31.5	31.5	82.3
	Strongly Agree	44	17.7	17.7	100.0
	Total	248	100.0	100.0	

I work under clear directives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	74	29.8	29.8	46.8
	Undecided	3	1.2	1.2	48.0
	Agree	63	25.4	25.4	73.4
	Strongly Agree	66	26.6	26.6	100.0
	Total	248	100.0	100.0	

I do not get conflicting job requests from different supervisors

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	74	29.8	29.8	46.8
	Undecided	3	1.2	1.2	48.0
	Agree	63	25.4	25.4	73.4
	Strongly Agree	66	26.6	26.6	100.0
	Total	248	100.0	100.0	

I get consistent job requests from my immediate supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	18.1	18.1	18.1
	Disagree	84	33.9	33.9	52.0
	Undecided	10	4.0	4.0	56.0
	Agree	77	31.0	31.0	87.1
	Strongly Agree	32	12.9	12.9	100.0
	Total	248	100.0	100.0	

I have enough time to get everything done in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	53	21.4	21.4	21.4
	Disagree	104	41.9	41.9	63.3
	Undecided	8	3.2	3.2	66.5
	Agree	53	21.4	21.4	87.9
	Strongly Agree	30	12.1	12.1	100.0
	Total	248	100.0	100.0	

My workload is not heavy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	74	29.8	29.8	46.8
	Undecided	3	1.2	1.2	48.0
	Agree	63	25.4	25.4	73.4
	Strongly Agree	66	26.6	26.6	100.0
	Total	248	100.0	100.0	

I do not have any difficulty getting supplies needed for my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	74	29.8	29.8	46.8
	Undecided	3	1.2	1.2	48.0
	Agree	63	25.4	25.4	73.4
	Strongly Agree	66	26.6	26.6	100.0
	Total	248	100.0	100.0	

I have adequate equipment to do my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	74	29.8	29.8	46.8
	Undecided	3	1.2	1.2	48.0
	Agree	63	25.4	25.4	73.4
	Strongly Agree	66	26.6	26.6	100.0
	Total	248	100.0	100.0	

I have enough time to get everything done on my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	74	29.8	29.8	46.8
	Undecided	3	1.2	1.2	48.0
	Agree	63	25.4	25.4	73.4
	Strongly Agree	66	26.6	26.6	100.0
	Total	248	100.0	100.0	

I have enough support services to do my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	74	29.8	29.8	46.8
	Undecided	3	1.2	1.2	48.0
	Agree	63	25.4	25.4	73.4
	Strongly Agree	66	26.6	26.6	100.0
	Total	248	100.0	100.0	

The organisation provides opportunities for career advancement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	76	30.6	30.6	47.6
	Undecided	5	2.0	2.0	49.6
	Agree	71	28.6	28.6	78.2
	Strongly Agree	54	21.8	21.8	100.0
	Total	248	100.0	100.0	

I am well aware of the criteria for promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	76	30.6	30.6	47.6
	Undecided	7	2.8	2.8	50.4
	Agree	69	27.8	27.8	78.2
	Strongly Agree	54	21.8	21.8	100.0
	Total	248	100.0	100.0	

The promotion policy is based on excellence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	77	31.0	31.0	48.0
	Undecided	6	2.4	2.4	50.4
	Agree	70	28.2	28.2	78.6
	Strongly Agree	53	21.4	21.4	100.0
	Total	248	100.0	100.0	

The promotion policy is fair

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	77	31.0	31.0	48.0
	Undecided	8	3.2	3.2	51.2
	Agree	73	29.4	29.4	80.6
	Strongly Agree	48	19.4	19.4	100.0
	Total	248	100.0	100.0	

Promotion exercise is held regularly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	76	30.6	30.6	47.6
	Undecided	6	2.4	2.4	50.0
	Agree	77	31.0	31.0	81.0
	Strongly Agree	47	19.0	19.0	100.0
	Total	248	100.0	100.0	

The promotion policy is similar to the policy of the other institutions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	42	16.9	16.9	16.9
	Disagree	82	33.1	33.1	50.0
	Undecided	13	5.2	5.2	55.2
	Agree	67	27.0	27.0	82.3
	Strongly Agree	44	17.7	17.7	100.0
	Total	248	100.0	100.0	



UUM
Universiti Utara Malaysia

Correlations

		TI	OC	JS	JST	PO
TI	Pearson Correlation	1	.914**	.839**	.910**	.899**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	248	248	248	248	248
OC	Pearson Correlation	.914**	1	.943**	.970**	.948**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	248	248	248	248	248
JS	Pearson Correlation	.839**	.943**	1	.926**	.899**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	248	248	248	248	248
JST	Pearson Correlation	.910**	.970**	.926**	1	.946**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	248	248	248	248	248
PO	Pearson Correlation	.899**	.948**	.899**	.946**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	248	248	248	248	248

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

TI – Turnover Intention
 OC – Organisation Commitment
 JS – Job Satisfaction
 JST – Job Stress
 PO – Promotion Opportunity

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	PO, JST, OC, JS ^b	.	Enter

a. Dependent Variable: TI

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926a	.857	.855	.58408

a. Predictors: (Constant), PO, JST, OC, JS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	498.613	4	124.653	365.386	.000 ^b
	Residual	82.901	243	.341		
	Total	581.513	247			

a. Dependent Variable: TI

b. Predictors: (Constant), PO, JST, OC, JS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.313	.104		3.006	.003
	OC	.703	.143	.599	4.925	.000
	JS	-.304	.088	-.253	-3.447	.001
	JST	.373	.117	.341	3.191	.002
	PO	.252	.087	.235	2.896	.004

a. Dependent Variable: TI

Crosstabs

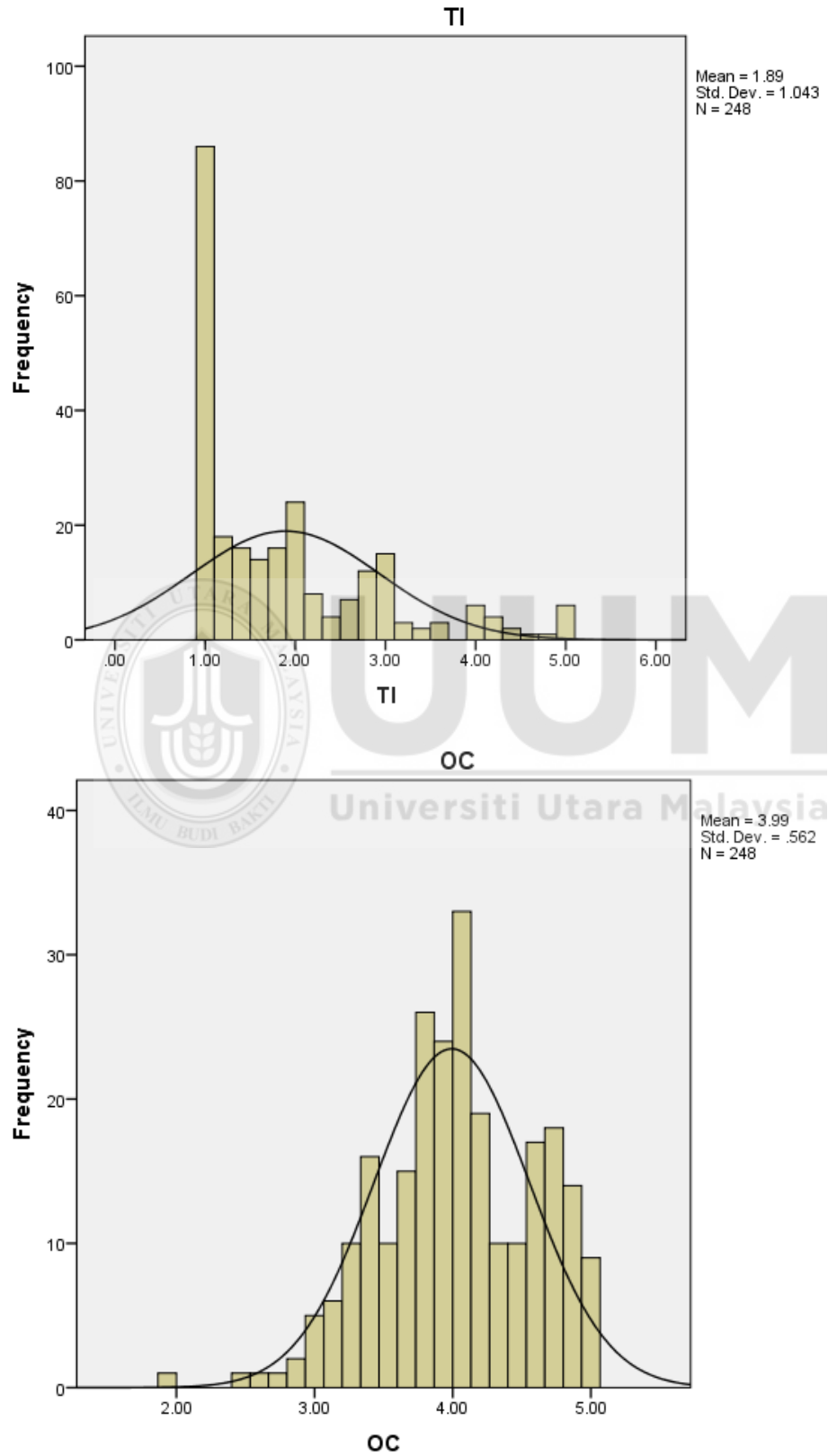
I often think about leaving my current position. * As soon as I find a better job, I will leave this institution Crosstabulation

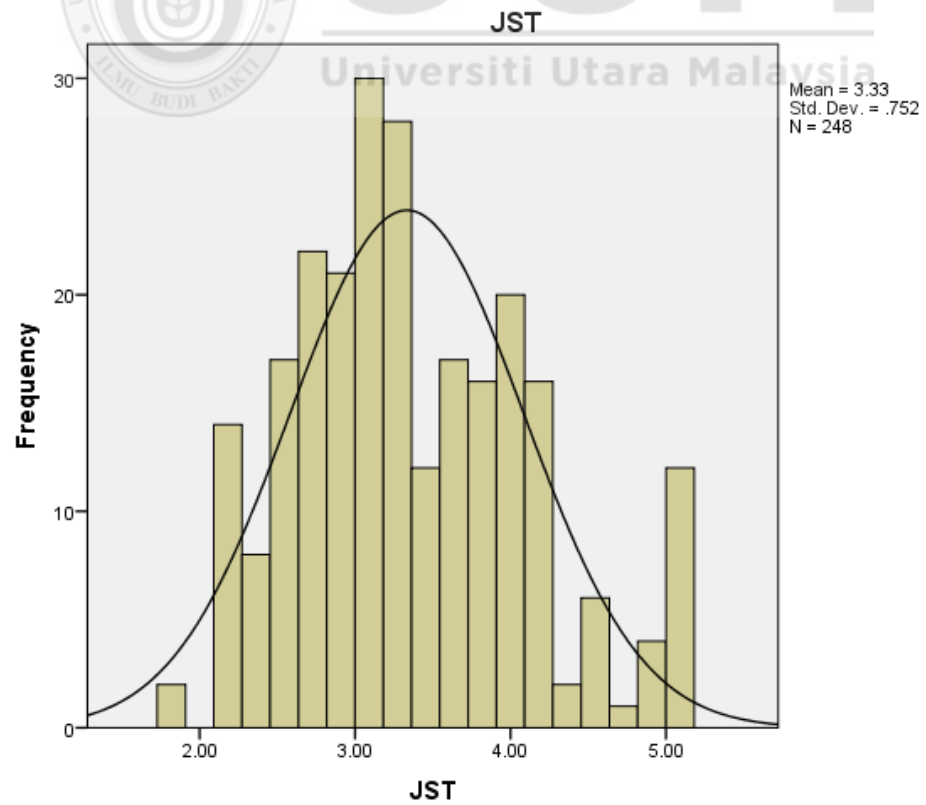
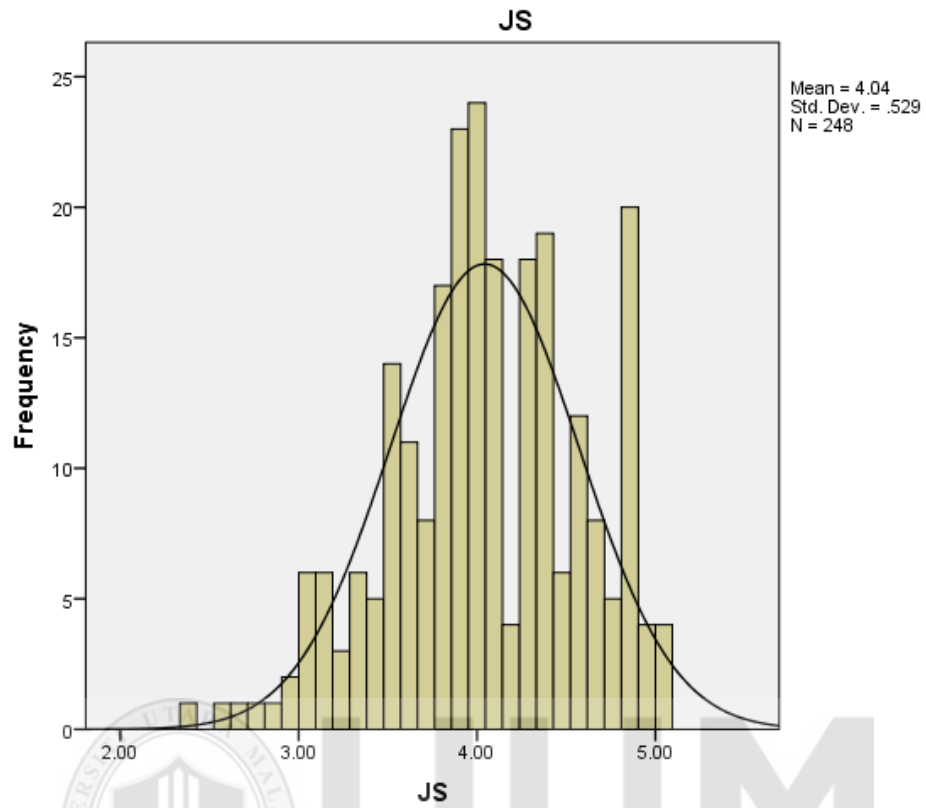
		I will not leave this institution even after i find a better job					Total
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
I do not think about leaving my current position.	Strongly Disagree	34	0	0	0	0	34
	Disagree	6	67	1	1	2	77
	Undecided	0	2	8	1	1	12
	Agree	0	1	4	21	8	34
	Strongly Agree	1	2	6	8	74	91
Total		41	72	19	31	85	248

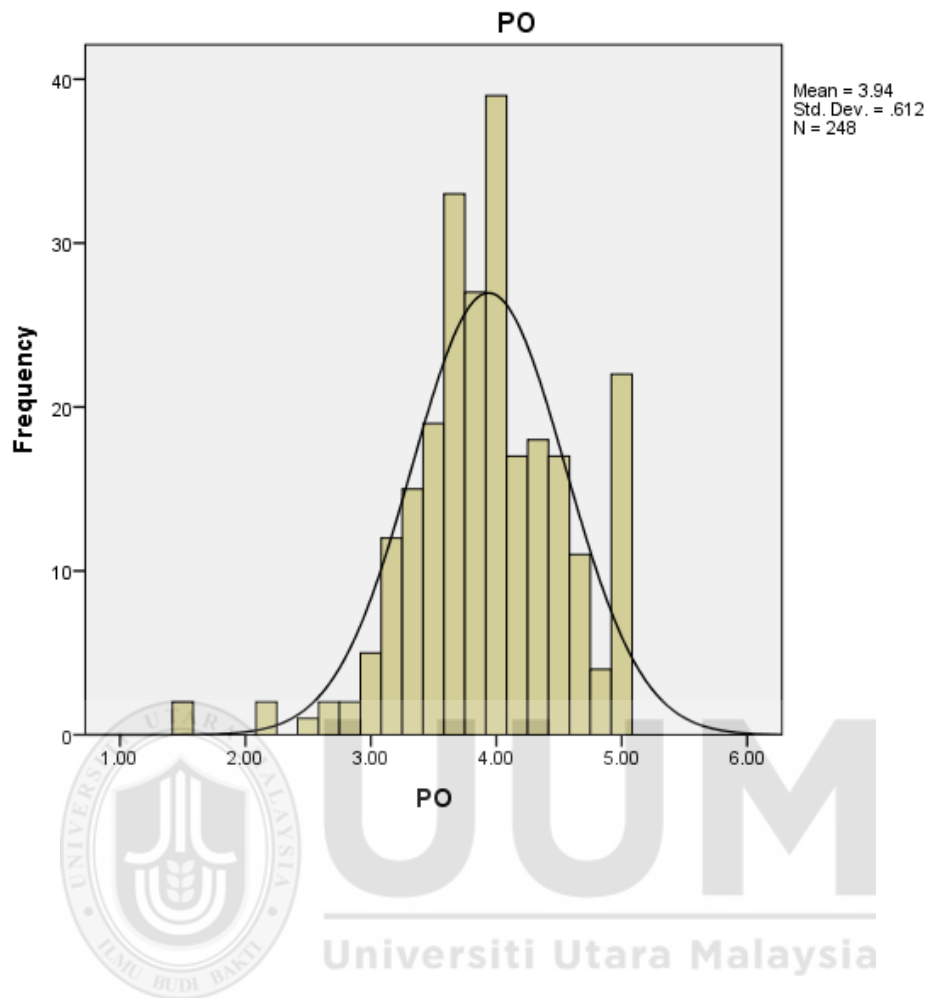
Skewness and Kurtosis

Statistics						
Variables		TI	OC	JS	JST	PO
N	Valid	248	248	248	248	248
	Missing	0	0	0	0	0
Skewness		1.268	-.283	-.399	.403	-.491
Std. Error of Skewness		.155	.155	.155	.155	.155
Kurtosis		.927	-.023	-.003	-.382	1.405
Std. Error of Kurtosis		.308	.308	.308	.308	.308

Histograms







APPENDIX C

Variables Coding

Variables	Items
TI	Turnover Intention
TI1	I do not think about leaving my current position.
TI2	I will not leave my current position within the next three months
TI3	I am not actively seeking employment with another organisation.
TI4	I will be working for this institution five years from now
TI5	I will not leave this institution even after i find a better job
OC	Organisation Commitment
OC1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful.
OC2	I mention to my friends that this organisation is a great organisation to work for.
OC3	I feel loyal to this organisation.
OC4	I would accept almost any type of job assignment in order to keep working for this organisation.
OC5	I find that my values and the organisation's values are very similar.
OC6	I am proud to tell others that I am part of this organisation.
OC7	I would not work for a different organisation even if the type of work was similar.
OC8	This organisation really inspires the very best in me in the way of job performance.
OC9	It would take a major change in my present circumstances to cause me to leave this organisation.

OC10	I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.
OC11	There's much to be gained by sticking with this organisation indefinitely.
OC12	I agree with this organisation's policies on important matters relating to its employees.
OC13	I really care about the fate of this organisation.
OC14	For me this is the best of all possible organisations for which to work.
OC15	Deciding to work for this organisation was a good choice on my part.
JS	Job Satisfaction
JS1	I am satisfied with the working environment
JS2	I am satisfied with the job location.
JS3	I am satisfied with the present working hour.
JS4	I am satisfied with the existing salary structure
JS5	I am satisfied with the compensation I get & I think it matches with my responsibility
JS6	I am happy with my work responsibilities.
JS7	I feel comfortable in carrying out my responsibilities.
JS8	I am satisfied with work relationships with the people around me.
JS9	I am satisfied with various activities in the firm & love participating in them.
JS10	I am happy with the overall job security.
JS11	I feel that the salary that I receive is up to my academic qualification
JS12	I am satisfied with the given right to put forward my opinions.

JS13	I am satisfied with the leaders in my workplace as positive role models.
JS14	I am happy with the relationship I have with my co-workers
JS15	I am satisfied with the present performance appraisal policy of the organisation.
JS16	I am happy with the recognition and rewards for my outstanding works and contributions.
JS17	I am satisfied and think I've been awarded the right set of duties, as per my ability.
JS18	I am satisfied & able to maintain a healthy balance between work and family life.
JS19	Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement.
JS20	I am satisfied with the leave policy
JS21	I have good relationship with my immediate supervisor
JST	Job Stress
JST1	I know the procedures to use to get my job done
JST2	I know exactly what is expected of me in my job
JST3	I work under clear directives
JST4	I do not get conflicting job requests from different supervisors
JST5	I get consistent job requests from my immediate supervisor
JST6	I have enough time to get everything done in my job
JST7	My workload is not heavy
JST8	I do not have any difficulty getting supplies needed for my job
JST9	I have adequate equipment to do my job.

JST10	I have enough resources to get everything done on my job.	
JST11	I have enough support services to do my job.	
PO	Promotion Opportunity	
PO1	The organisation provides opportunities for career advancement	
PO2	I am well aware of the criteria for promotion	
PO3	The promotion policy is based on excellence	
PO4	The promotion policy is fair	
PO5	Promotion exercise is held regularly	
PO6	The promotion policy is similar to the policy of the other institutions	
Socio Demographic Information		
Variables	Values	Item
Gender	1	Male
	2	Female
Age	1	21-29 years old
	2	30-39 years old
	3	40-49 years old
	4	50-59 years old
Highest Education Qualification	1	STPM / Matriculation / College
	2	Diploma
	3	Bachelor’s Degree

	4	Masters Degree
	5	Doctoral Degree
Years of Service	1	1-5 years
	2	6-10 years
	3	11-20 years
	4	More than 21 years
Grade	1	DH VU7
	2	DH 53/54
	3	DH 51/52
	4	DH 47/48
	5	DH 43/44
	6	DH 41/42
	7	DH 33/34
	8	DH 31/32
	9	DH 29
Salary	1	RM 2,000 and below
	2	RM 2,001 – RM 4,000
	3	RM 4,001 – RM 6,000
	4	RM 6,001 and above
Role	1	Supervisory <i>Penyeliaan</i>
	2	Non-Supervisory <i>Bukan Penyeliaan</i>

APPENDIX D
Mean Value Analysis

Variable and Item	Mean Value	Ranking
Turnover Intention		
TI1	3.29	4
TI2	3.42	1
TI3	3.41	2
TI4	3.38	3
TI5	3.19	5
Grand Mean	3.34	
Organisation Commitment		
OC1	4.31	1
OC2	4.13	4
OC3	3.90	11
OC4	3.75	14
OC5	3.92	10
OC6	4.30	2
OC7	3.99	8
OC8	4.02	7
OC9	3.47	15

Variable and Item	Mean Value	Ranking
OC10	4.13	5
OC11	3.85	12
OC12	3.84	13
OC13	4.21	3
OC14	4.08	6
OC15	3.97	9
Grand Mean	3.99	
Job Satisfaction		
JS1	4.05	13
JS2	4.09	11
JS3	4.34	4
JS4	3.72	20
JS5	3.77	18
JS6	4.11	10
JS7	4.30	6
JS8	4.36	1
JS9	4.27	7

Variable and Item	Mean Value	Ranking
JS10	4.31	5
JS11	2.92	21
JS12	3.85	17
JS13	3.77	19
JS14	4.35	2
JS15	3.96	15
JS16	3.87	16
JS17	4.02	14
JS18	4.08	12
JS19	4.18	9
JS20	4.20	8
JS21	4.35	3
Grand Mean	4.04	
Job Stress		
JST1	4.25	2
JST2	4.29	1
JST3	3.01	8

Variable and Item	Mean Value	Ranking
JST4	3.01	9
JST5	3.89	3
JST6	3.10	4
JST7	3.02	7
JST8	3.09	5
JST9	3.04	6
JST10	2.96	11
JST11	3.00	10
Grand Mean	3.33	
Promotion Opportunity		
PO1	4.25	1
PO2	4.12	2
PO3	4.03	3
PO4	3.78	5
PO5	3.96	4
PO6	3.49	6
Grand Mean	3.94	

APPENDIX E

Reflection Towards Connection of the Higher Education Officers to the Organisation

Question	Agree	Diasagree
I mention to my friends that this organisation is a great organisation to work for.	119	120
I find that my values and the organisation's values are very similar.	112	116
I am proud to tell others that I am part of this organization	124	116
I agree with this organisation's policies on important matters relating to its employees	105	120
I really care about the fate of this organization	192	45

Source: Data Generated by SPSS Statistics

