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**FACTORS AFFECTING TURNOVER INTENTION AMONG
EMPLOYEES IN HOTEL INDUSTRY:
A STUDY ON LANGKAWI ISLAND, MALAYSIA**



**MASTER'S DEGREE
UNIVERSITI UTARA MALAYSIA
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**Pusat Pengajian Pengurusan
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Universiti Utara Malaysia

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WALID SEFFAR (824834)

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ABSTRACT

The primary purpose of this study was to investigate the effect of authentic leadership, workload, organisational trust, employee engagement, communication climate and turnover intention among hotel industry employees in Langkawi island. A total of 360 Questionnaires were distributed to employees working in the hotel industry in Langkawi island. A total of 210 questionnaires were returned but only 191 were used in the analysis using Structural Equation Modelling (SEM) - Partial Least (PLS) method. The results of the study revealed a significant effect of workload, organisational trust, and communication climate on turnover intention. The results also revealed an insignificant effect of authentic leadership and employee engagement on turnover intention. The present study also highlighted the implications of the research, future research recommendations as well as its limitations.

Keywords: turnover intention, authentic leadership, workload, organisational trust, employee engagement, communication climate.



DEDICATION

THIS WORK IS DEDICATED TO:

My dearest parents, Mohamed and Zohra SEFFAR.

My beloved elder sister, Leila.

My fiancé and future wife, Clare.

My appreciation goes to them, for their unconditional love, unfaltering support, encouragement, patience, sacrifices, and faith in me during this very challenging journey.



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Recently, turnover has become a trend in job market, employees decide to leave their current organizations due to many reasons and most of the organization are facing this issue. Kim and Zhao (2017) stated that the issue of employee turnover has been recognized as a major managerial concern in all organizations. Huang and Su (2016) defined the employee turnover intention as the employees' conscious and deliberate willingness to leave the organization. Rahim and Cosby (2016) stated that the employee turnover is referring to the employees leaving an organization voluntarily and not being terminated by the organization. Companies need their employees to carry out their everyday activities. Yet, employers need to understand the attitudes of their employees to be productive for the company. In human resource management area of research, high turnover intention rate is an issue that is often highlighted (Alatawi 2017). Employee turnover is a critical issue for many companies around the globe and is in line with the argument of Kumara and Fasana (2018) who stated that turnover intention has been a major concern for organisations' management for many years.

Moreover, Akinyomi (2016) defined employees' turnover is the ratio of the number of organizations members who left and divided by the average number of people in the organizations. The turnover intention of employees is one of the behavioural intentions to quit from the organizations (Rahman & Iqbal, 2013). As a result of the high employees' turnover, organizations will suffer a loss of knowledge and intellectual asset, which are the people. This is because the entire assets are removing out from organizations once the employees are leaving.

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UUM
Universiti Utara Malaysia

UNIVERSITI UTARA MALAYSIA
SCHOOL OF BUSINESS MANAGEMENT/ PUSAT PENGAJIAN PENGURUSAN
PERNIAGAAN

Research Questionnaire/ Soal Selidik Kajian

Dear Ms/Mr,

I am conducting an academic research entitled "Factors influencing turnover intention among employees in the hotel industry in Langkawi, Malaysia". This is a study conducted as part of my requirement for the award of Master of Science (Management) from Universiti Utara Malaysia (UUM).

You are kindly invited to participate in this survey by answering several questions. It is estimated that the process of answering the questions takes less than 10 minutes. All responses will be kept anonymous and confidential.

Your cooperation is greatly appreciated. Thank you for your valuable time.

Sincerely yours,

Tuan/ Puan,

Saya sedang menjalankan suatu kajian bertajuk "Faktor-faktor yang mempengaruhi hasrat untuk bertukar kerja dalam kalangan pekerja industri hotel di Langkawi, Malaysia". Kajian ini dijalankan sebagai memenuhi keperluan pengajian saya bagi tujuan penganugerahan Ijazah Sarjana Sains (Pengurusan) daripada Universiti Utara Malaysia.

Anda dijemput untuk menyertai kaji selidik ini dengan menjawab beberapa soalan. Di anggarkan masa yang diambil bagi menjawab kesemua soalan dalam soal selidik ini adalah kurang daripada 10 minit. Semua maklum balas yang diberikan adalah rahsia dan akan disimpan secara sulit.

Kerjasama yang diberikan amatlah dihargai. Terima kasih atas kesudian anda meluangkan masa menjawab soal selidik ini.

Yang benar,

SEFFAR Walid

HP: 01157857851

E-mail: wseffar88@gmail.com

Master of Science (Management)

SECTION A/ BAHAGIAN A

Please mark (✓) in the appropriate boxes.

Sila tandakan (✓) di dalam kotak yang berkaitan.

1. Gender/ *Jantina*:

Male/ *Lelaki*

Female/ *Perempuan*

2. Age/ *Umur*:

20 and below/ *20 tahun dan ke bawah*

21–30

31–35

36–40

Above 40/ *Atas 40 tahun*

3. Monthly Salary/ *Pendapatan Bulanan*:

< RM1500

RM1501–RM3000

RM3001 – RM4500

RM4501 >

4. Job Level/ *Jawatan*:

Top level manager/ *Pengurus atasan*

Duty manager/ *Pengurus bertugas*

Team leader/Supervisor/ *Penyelia*

Others/ *Lain-lain*

5. Education Level/ *Taraf Pendidikan*:

SPM/ *Sijil Pelajaran Malaysia*

Diploma/ *Diploma*

Bachelor's degree/ *Ijazah*

Master's degree and above/ *Ijazah sarjana dan ke atas*

SECTION B/ BAHAGIAN B

Please read the below statements and tick (✓) the appropriate response.

Sila baca pernyataan dibawah dan tandakan (✓) pada ruangan yang berkaitan.

Strongly Disagree/ Sangat Tidak Setuju	Disagree/ Tidak Setuju	Neutral/ Neutral	Agree/ Setuju	Strongly Agree/ Sangat Setuju
1	2	3	4	5

The Statements/ Pernyataan	1	2	3	4	5
1. I am thinking about leaving this hotel <i>Saya memikirkan untuk meninggalkan kerja di hotel ini</i>					
2. I am planning to look for a new job <i>Saya bercadang untuk mencari kerja baharu</i>					
3. I intend to ask people about new job opportunities <i>Saya bercadang untuk bertanya kepada orang ramai tentang peluang pekerjaan baharu</i>					
4. I don't plan to be in this hotel much longer <i>Saya tidak bercadang untuk bekerja di hotel ini lebih lama</i>					

SECTION C/ BAHAGIAN C

Please read the below statements and tick (✓) the appropriate response

Sila baca pernyataan dibawah dan tandakan (✓) pada ruangan yang berkaitan.

Strongly Disagree/ Sangat Tidak Setuju	Disagree/ Tidak Setuju	Neutral/ Neutral	Agree/ Setuju	Strongly Agree/ Sangat Setuju
1	2	3	4	5

The Statements/ Pernyataan	1	2	3	4	5
1. My manager asks for feedback to improve interactions with others. <i>Pengurus saya meminta maklum balas untuk memperbaiki interaksinya dengan orang lain.</i>					
2. My manager describes accurately how others view his/her capabilities.					

<i>Pengurus saya menerangkan dengan tepat bagaimana orang lain melihat keupayaan beliau.</i>					
3. My manager says exactly what he/she means. <i>Pengurus saya meyatakan dengan tepat apa yang dia maksudkan.</i>					
4. My manager is willing to admit mistakes when they are made. <i>Pengurus saya bersedia untuk mengakui kesilapan yang dilakukannya.</i>					
5. My manager demonstrates beliefs that are consistent with actions. <i>Pengurus saya menunjukkan kepercayaan yang konsisten dengan tindakan.</i>					
6. My manager makes decisions based on his/her core beliefs. <i>Pengurus saya membuat keputusan berdasarkan kepercayaan utamanya.</i>					
7. My manager asks for views that challenge his/her deeply held positions. <i>Pengurus saya meminta pandangan yang boleh mencabar kedudukan jawatannya.</i>					
8. My manager listens carefully to different points of view before coming to conclusions. <i>Pengurus saya mendengar dengan teliti terhadap pelbagai pandangan sebelum membuat kesimpulan.</i>					

Strongly Disagree/ Sangat Tidak Setuju	Disagree/ Tidak Setuju	Neutral/ Neutral	Agree/ Setuju	Strongly Agree/ Sangat Setuju
1	2	3	4	5

The Statements/ Pernyataan	1	2	3	4	5
1. My Supervisor is concerned about the wellbeing of those under him. <i>Penyelia saya amat prihatin terhadap kesejahteraan pekerja di bawahnya.</i>					
2. My Supervisor pays attention to what I say. <i>Penyelia saya memberi perhatian kepada apa yang saya katakan.</i>					
3. My Supervisor is helpful in getting the job done.					

<i>Penyelia saya sangat membantu dalam menyelesaikan sesuatu tugas.</i>					
4. My Supervisor is successful in getting people to work together. <i>Penyelia saya berjaya dalam mendapatkan orang untuk bekerja bersama-sama.</i>					

Strongly Disagree/ Sangat Tidak Setuju	Disagree/ Tidak Setuju	Neutral/ Neutral	Agree/ Setuju	Strongly Agree/ Sangat Setuju
1	2	3	4	5

The Statements/ Pernyataan	1	2	3	4	5
1. I do not have enough time to do the work that must be done. <i>Saya tidak mempunyai masa yang cukup untuk melakukan kerja-kerja yang perlu disiapkan.</i>					
2. I work hard for a prolonged period of time. <i>Saya bekerja keras untuk tempoh masa yang berpanjangan.</i>					
3. After work, I come home too tired to do the things I like to do. <i>Selepas kerja, saya pulang ke rumah dengan terlalu letih untuk melakukan perkara yang saya suka lakukan.</i>					
4. I have so much work to do that it takes me away from my personal interests. <i>Saya mempunyai terlalu banyak kerja sehinggakan mengganggu kepentingan peribadi saya.</i>					
5. I leave my work behind when I go home at the end of the workday. <i>Saya melupakan urusan kerja saya apabila pulang ke rumah selepas tamat waktu kerja.</i>					

Strongly Disagree/ Sangat Tidak Setuju	Disagree/ Tidak Setuju	Neutral/ Neutral	Agree/ Setuju	Strongly Agree/ Sangat Setuju
1	2	3	4	5

The Statements/ Pernyataan	1	2	3	4	5
1. I believe my organization (hotel) has high integrity <i>Saya percaya organisasi saya (hotel) mempunyai integriti yang tinggi</i>					
2. I can expect my organization to treat me in a consistent and expected manner <i>Saya dapat mengharapkan organisasi saya melayani saya secara konsisten dengan cara yang dapat dijangka</i>					
3. In general, I believe my organization's motives and intentions are good <i>Secara keseluruhan, saya percaya motif dan niat organisasi saya adalah baik</i>					
4. I think my organization treats me fairly <i>Saya rasa organisasi saya melayani saya dengan adil</i>					
5. Managers from my organization are open and frank with me <i>Pengurus daripada organisasi saya terbuka dan berterus terang dengan saya</i>					
6. My organization is always honest and truthful <i>Organisasi saya sentiasa jujur dan benar</i>					

Strongly Disagree/ Sangat Tidak Setuju	Disagree/ Tidak Setuju	Neutral/ Neutral	Agree/ Setuju	Strongly Agree/ Sangat Setuju
1	2	3	4	5

The Statements/ Pernyataan	1	2	3	4	5
1. At my work, I feel full of energy <i>Di tempat kerja saya, saya rasa penuh bertenaga</i>					
2. I am enthusiastic about my job <i>Saya bersemangat tentang urusan kerja saya</i>					
3. My job inspires me <i>Pekerjaan saya memberi inspirasi kepada saya</i>					
4. I feel happy when I am working intently <i>Saya berasa gembira apabila saya bekerja dengan gigih</i>					
5. I am proud of the work that I do <i>Saya bangga dengan kerja yang saya lakukan</i>					
6. I get excited when I am working					

Saya akan teruja apabila saya bekerja

Strongly Disagree/ <i>Sangat Tidak Setuju</i>	Disagree/ <i>Tidak Setuju</i>	Neutral/ <i>Neutral</i>	Agree/ <i>Setuju</i>	Strongly Agree/ <i>Sangat Setuju</i>
1	2	3	4	5

The Statements/ <i>Pernyataan</i>	1	2	3	4	5
1. The communication within the hotel creates an enthusiasm for meeting its goals. <i>Komunikasi dalam kalangan warga hotel mewujudkan semangat bagi mencapai sesuatu matlamat.</i>					
2. My colleagues in the hotel have great ability of communication <i>Rakan sekerja saya di hotel ini mempunyai keupayaan berkomunikasi dengan baik</i>					
3. The communication within the hotel makes me feel an important part of it <i>Komunikasi dalam kalangan warga hotel membuatkan saya berasa sangat penting</i>					
4. I receive the information needed in time to do my job <i>Saya menerima maklumat yang diperlukan dalam masa yang cepat untuk melakukan kerja saya</i>					
5. In my hotel, conflicts are solved appropriately through proper communication channels. <i>Di hotel saya, konflik diselesaikan dengan sewajarnya melalui saluran komunikasi yang betul.</i>					

Thank you for your cooperation.
Terima kasih alas kerjasama anda.