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**FACTORS INFLUENCING THE INTENTION TO LEAVE JOB  
AMONG GENERATION Z IN INFORMATION TECHNOLOGY  
(IT) INDUSTRY IN KLANG VALLEY**



Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business  
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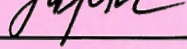
**FACTORS INFLUENCING THE INTENTION TO LEAVE JOB AMONG GENERATION Z IN  
INFORMATION TECHNOLOGY (IT) INDUSTRY IN KLANG VALLEY**

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## ABSTRACT

This study examines the factors that influence the intention to leave among generation Z in IT industries. Generation Z, who cannot be wedged at one working place, is the new emerging employees entering the workforce. High turnover rates may have negative impact on the organization, such as creating instability and uncertainty on labor conditions and rising human resource costs such as investment on training and recruitment. Therefore, this study analyzes salary satisfaction, job satisfaction, organizational commitment and organizational citizenship behavior towards employee's outbound intention. It adopts a quantitative method where questionnaires were distributed to respondents using stratified random sampling. A total of 250 respondents participated in this study. Findings have shown that salary satisfaction, job satisfaction and organizational commitment have a negative relationship with intention to leave job except one variable which is organizational citizenship behavior. High intention to leave can result in low organization performance therefore retention strategies are proposed.

**Keywords:** Salary Satisfaction, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Intention to Leave Job, and Gen Z



## ABSTRAK

Kajian ini mengkaji faktor-faktor yang mempengaruhi niat untuk meninggalkan di kalangan generasi Z dalam industri IT. Generasi Z, yang tidak dapat dijepit di satu tempat kerja, adalah pekerja baru yang sedang memasuki tenaga kerja. Kadar putaran yang tinggi mungkin memberi kesan negatif kepada organisasi, seperti mewujudkan ketidakstabilan dan ketidakpastian terhadap keadaan buruh dan kenaikan kos sumber manusia seperti pelaburan untuk latihan dan pengambilan pekerja. Oleh itu, kajian ini menganalisis kepuasan gaji, kepuasan kerja, komitmen organisasi dan tingkah laku kewarganegaraan organisasi terhadap niat keluar pekerja. Ia menggunakan kaedah kuantitatif di mana borang soal selidik diedarkan kepada responden menggunakan persampelan rawak berstrata. Seramai 250 responden mengambil bahagian dalam kajian ini. Hasil kajian menunjukkan bahawa kepuasan gaji, kepuasan kerja dan komitmen organisasi mempunyai hubungan negatif dengan niat untuk meninggalkan pekerjaan kecuali satu pemboleh ubah iaitu tingkah laku kewarganegaraan organisasi. Niat keluar kerja yang tinggi boleh mengakibatkan prestasi organisasi yang rendah oleh itu strategi pengekalan dicadangkan.

**Katakunci:** Kepuasan Gaji, Kepuasan Kerja, Komitmen Organisasi, Kelakuan Kewarganegaraan Organisasi, Niat Keluar Kerja, dan Gen Z



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## LIST OF ABBREVIATIONS

Gen Z	Generation Z
HP	Hewlett Packard
HR	Human Resource
IT	Information Technology
SPSS	Statistical Package for the Social Sciences



# CHAPTER 1

## INTRODUCTION

### 1.0 Background of study

In this new era of globalization, employee turnover has been a crucial subject to deal with any business organization across every industry. Chan (2008) stated employee turnover as a solemn matter, predominantly in human resource management. This is because there will be severe impact to the company's performance, reducing productivity, lowering service quality, and increasing expenditure such as recruitment cost (Letchumanan, Apadore & Ramasamy, 2017). From the human resources (HR) point of view, it is classified that turnover is classified as the rate of an employer gains and loses employees. Basically, it describes "how long employees tend to stay". It basically means the percentage of employees who within a specific period of time choose to leave the organization for other companies. This forces the organization to substitute them with new employees at extra cost (Tracey and Hinkin, 2008).

A company's productivity may be harmful when there is a high turnover, especially when the skilled employees are a usual departure and also the employee population contains a high share of novice workers (Schuster et. al, 2018). Employee turnover an important element that management should pay attention to.

An organization would need employees to run the business as employees are the asset and it is essential for the organization to take the effort to retain their talented employees. It is a known fact that a talented and skillful employee is hard to be replaced by any organization.

Employees could develop an intention to leave the organization for several factors. In step with Henndy et. al (2019), worker engagement has associate adverse result on intention to quit an organization. In alternative words, the declining of worker engagement would possibly cause the staff to develop the intention to go away (Sadida, 2018).

Generation Z (Gen Z) are the new group that is entering the businesses nowadays (Adrienn Ferincz, 2010). As a large number of Baby Boomers retires, Gen Z are the newfangled of developing employees who are filling up a new “youth bubble” in today’s business industries across the nation (Yagbala and Anuja, 2014).

Gen Z signifies the best people to change at workplace (Bruce, 2013) and changing organization is something very common for them and usually they leave without any conciliations this generation dislike to be wedged at one place (Mutte, 2004).

According to Martin and Helmut (2010), one in four workers will develop an intention to leave the workplace in a year while one in three high-voltage workers admit to not swing all their exertion into the job. On the other hand, one in five workers have confidence in their ambitions are dissimilar from what the organization has for them, and four out of ten have very minimum assurance within their colleagues and even lesser with their superior.

According to Yagbala and Anuja (2014), Gen Z were those who were born from 1991 onwards. Rendering to the study by Tabscott (2009) and supported by Mutte (2004)

and Tari (2010) the generation is identified with eight unusual features which includes liberty, customization, good team player, well analyzed, honest, fun, speed and creative. They are also considered as fast shifts, quicker life, agile in the use of technologies and internet application and independent. Tabscott (2009) also mentioned that they demand on truthfulness wherever they need to possess fun, no matter at work or even at college. They see swiftness and creativity as a traditional the components for their living and that is the reason they called as the zappers. Demographically this generation is different from every previous generation (Adrienn Ferincz, 2010). The researcher mentioned that this generation are born to a family where the number of their members are small and it is said that they have the least siblings of any era. According to McCrindle (2019), they are the those who have gotten the most formal education by starting their education at the young age and have studied for longer period.

According to Tari (2010), Gen Z is wise, remarkably sensible, and might be characterized with superficial and divided attention as a result of they use additional reasonably media at the same time. The scientist conjointly quoted that they are innated into a visible era, then not in tendencies however in scenes. They are primarily international and are strong technology advanced also the utmost communal sceptered generations. They are formed by technology nearly from birth. Therefore, they are very keen about technology. This is often reflected in the way of them conveying their message. They need mature up in an exceedingly fast paced, dynamical civilization; therefore, they place additional price on speed than accuracy (McCrindle, 2010).

Researcher also mentioned that the generation too board a quicker rhythm than the sooner generations, if they do not like one thing comparable to a workplace they are going to be prepared for fulminant modification. They look for dynamic workplaces and they walk off while not compromises. This might reinforce today trends.

Table 1.0 shows the percentage of Gen Z employees' turnover in IBM Malaysia Sdn Bhd, one among the leading IT industries in Malaysia.

Table1.0: Percentage of Gen Z turnover in IBM Malaysia

Year	Percentage (percent)
2013	1.5
2014	4
2015	7.6

Source: IBM Annual Report (2018)

From the table above, the turnover among Gen Z recorded 1.5 percent in year 2013. In year 2014, it shows 4 percent and continue to show rise in the following year to 7.6 percent. As a result, the turnover among Gen Z is increasing in that particular organization and this support that characteristic of Gen Z at the workplace where they are not able to sustain in a company.

The working population is to be said from the age 15-64 years old. The total working populations in Malaysia in year 2015 are 14,067,000. Table 1.1 shows the numbers of the working population, according to the age for the year 2014 and 2015.

Table 1.1: Working population in Malaysia

Age	2014 (‘000)	2015 (‘000)
15-19	421.9	450.5
20-24	1670.2	1843.2
25-29	2355.4	2530.9
30-34	2193.4	2269.8
35-39	1721.3	1760.3
40-44	1529.7	1537.1
45-49	1358.3	1364.2
50-54	1131.6	1141.7
55-59	730.7	780.4
60-64	370.9	389.6

Source: Ministry of Human Resource (2014 & 2015)

From the table above, the working population of Gen Z, in 2014 are those in age range between 20-24 and there were 1670.2 of them. While in 2015, there were 1843.2 which shows an increase of 10.4 percent and it is the highest increase in any age group. This result concludes that Gen Z is entering the workforce in a greater number in Malaysia.

### 1.1 Problem statement

Due to greater demand and vast opportunities that transpires in the market, the turnover rate in Malaysia has begun to augment since 1991. Rendering to statement from Hewitt Associates (2009), there is an increase from 9.3 percent to 10.1 percent in Malaysia turnover year 2009 to 2010. Employee turnover intention has gained high attention in

most industries due to many factors and the issue is getting serious when previous studies found the trend was increasing from time to time. The employee turnover intention has been widely studied in different disciplines (Abdullah, Maisoon, & Islam, 2018). However, there are no adequate studies on the employee turnover among Gen Z in Malaysia.

According to Bruce (2013), Gen Z denotes the utmost level of generational shift at workplace and they will present profound challenges to leaders, managers, supervisors, HR leaders and educators in every sector of the workforce. The effect of turnover includes loss of performance, knowledge, expertise, relationship and loss of time and resources that it took to train another worker.

The IT industry in Malaysia faces internal challenges in retaining the Gen Z employees since they are unable to identify the factors that contribute the turnover. The challenges that most organizations face is the occurrence of high cost, in hiring and training another employee when there is a turnover. The cost of simply finding the right person to hire can be hefty. There are various potential expenses in the process of recruiting alone: advertisement, time cost of internal recruiting, time cost of the recruiter's assisted in reviewing resumes (Nkimbeng, et al 2018). And once a person is hired, adequate training is given to do the work and start producing for the business. Training is known as the priciest investments a company can make while other possible challenges are low morale and management frustration.

## 1.2 Research Question

Previous studies that test the relationship between commitment and job satisfaction support that commitment has a more important influence on the desire to leave the organization, so job satisfaction is viewed as an antecedent organizational commitment (Chin, et. al 2018). In the past study (Azeez, Jayeoba & Adeoye, 2017) has examined the nature of relationships among employees' job satisfaction, turnover intention and organizational commitment. The investigation likewise analyzed the impact of employees' job satisfaction and turnover intention on organizational commitment. An example which comprises of 320 employees (male, n=220, female, n=100) of Lagos State University (LASU) was chosen randomly. Workers reacted to things on Job Satisfaction Scale (JSS), Turnover Intention Scale (TIS) and the Organizational Commitment Scale (OCS) and the Pearson's Product Moment connection coefficient and different relapse examinations were utilized to dissect gathered information. Four hypotheses were tested and the outcomes show that there is a significant negative relationship between employees' job satisfaction and turnover intention. No measurably noteworthy relationship was found between employees' job fulfillment and the three elements of organizational commitment. It likewise settled that there exists significant relationship between turnover intention and organizational commitment. Likewise there was significant influence of employees' job satisfaction and turnover intention on organizational commitment. It was suggested that LASU must set up measures for staff to be happy with their employments and see their everyday work and this will apparently reduce turnover intention of the workers and induce organizational commitment.

This research is conducted to observe the relationship of salary satisfaction, job satisfaction; organizational commitment and organizational citizenship behavior to outward intentions so that the problems studied in this research can be formulated as follows:

1. What is the relationship between salary satisfaction and intention to leave among generation Z in IT industry in Klang Valley?
2. What is the relationship between job satisfaction and intention to leave among generation Z in IT industry in Klang Valley?
3. What is the relationship between organizational commitment and intention to leave among generation Z in IT industry in Klang Valley?
4. What is the relationship between organizational citizenship and intention to leave among generation Z in IT industry in Klang Valley?
5. Do salary satisfaction, job satisfaction, organization commitment and organizational citizenship affect intention to leave among generation Z in IT industry in Klang Valley?

### **1.3. Research objectives**

The objectives to be achieved in this research area:

1. To identify the relationship between salary satisfaction and intention to leave among generation Z in IT industry in Klang Valley.
2. To identify the relationship between job satisfaction and intention to leave among generation Z in IT industry in Klang Valley.
3. To identify the relationship between organization commitment and intention to leave among generation Z in IT industry in Klang Valley.

4. To identify the relationship between organizational citizenship behavior and intention to leave among generation Z in IT industry in Klang Valley.
5. To identify if salary satisfaction, job satisfaction, organization commitment and organization citizenship affect intention to leave among generation Z in IT industry in Klang Valley.

#### **1.4 Significance of study**

Generally, as a whole, the finding and result will provide further in-depth understanding on the determiners that causes the intention to leave among generation Z in information technology industry. According to Zuzana and Jana (2018), Gen Z is expected to be a dominant force in the businesses in the near future. Without proper retention strategy, a company will not be able to sustain and compete in the market. Thus, this research is expected to stretch the sensitivity to the management of information technology industries on the ways to diminish the intention to leave among Gen Z. Through this study the management will be able to know the expectations of Gen Z and helps the company to formulate pertinent retention policies and strategies in order to retain this group eventually it also gives an opportunity for the organization to gain competitive advantages among the Informative technology industries.

#### **1.5 Scope and Limitation.**

The quantitative research is applied in this study to test the hypothesis that were constructed. This study only focused on the four (4) independent variables which are salary satisfaction, job satisfaction, organizational commitment and organizational citizenship behavior. The scope of this research is based on the Informative Technology

industries in Klang Valley. Questionnaires are distributed to IBM Malaysia, Avnet Technology, and Hewlett Packard (HP). Klang Valley was chosen by researcher due to the factor of convenience. A part from that, Greater Kuala Lumpur known as Klang Valley is in second place as the utmost competitive worldwide municipal in South East Asia at which the global brands like HP, IBM and Siemens have already centered their regional operations. (TheStar,2013). There are quite a few limitations in this research. Firstly, the survey participation at which the respondents are the Gen Z only who are of the age range from 19 to 29 years old. The second limitation is that the survey was done in IT industries in Klang Valley and could not cover the IT industries in Malaysia as a whole due to financial and time constraints. Likewise, the conclusion of this research would be restricted and controlled to unique determiners connected with the industry.



### 1.6 Definitions of key terms

**Generation Z** can know as the Digital Natives who were born on 1991 onwards.

**Intention to leave** is well-defined as the level to which a member anticipates in leaving the relationship with the existing community or employer.

**Salary Satisfaction** known as pay satisfaction defined as the level of personal attitudes and feelings that arises that could be positive or negative that an individual has towards the salary received.

**Job Satisfaction** is the emotional orientation of the workers have towards their current role in a job.

**Organization Commitment** refers to the psychological state that personifies the relationship between the employee and organization that may affect their decision whether to continue or discontinue to work in that organization.

**Organizational Citizenship Behavior** defined as the voluntarily behaviors of an employee that promotes the productivity of the organization but are not explicitly rewarded by the organization.

### **1.7 Organization of the thesis**

Chapter two, consist the review of relevant literature on intention to leave, salary satisfaction, job satisfaction, organizational commitment and organizational citizenship behavior also the review of relevant theoretical model.

Chapter three defines the outline of the research methodology applied in the research which includes research design, measurement of variables, data collection, sampling, and data analysis techniques. The research framework is also illustrated in this chapter, followed by the hypothesis development and a conclusion on the overall chapter.

Chapter four presents the findings and results that obtained using the Statistical Package for the Social Sciences (SPSS) version 23.

Chapter five consists the discussion of major findings, the implications, as well as recommendations and suggestions for the future research. An overall summary for each of the research queries and research objectives was made.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter oblige as the substance for the progress of the study. It discusses the relevant literature related to this study followed by the past researches that discuss the factors influence turnover among Gen Z. These variables include: salary satisfaction, job satisfaction, organizational commitment and organizational citizenship behavior.

#### 2.1 Intention to leave

Turnover model developed by Mobley (1977), James and Herbert (1958) and Lum (1998), all three predict the same thing against one's yearning to get out of the organization, namely the assessment concerning their existing position regarding with dissatisfaction can prompt someone to develop a desire to get out and search for another job opportunities. The variable switch desire associated significantly with and can be used to predict the actual turnover rate as shown in the previous studies that use variable desire switching and turnover rate at the same time. By doing so, organizations can evaluate the results of the study with respect to the level of the real turnaround at hand (Schaufeli & Bakker, 2004). States that the desire to finish the task or leave the organization associated with the sense of satisfied or not satisfied individuals towards work.

According to Greenleaf (2002), individual mind to describe turnover comes out, look for jobs in other places, as well as the yearning to leave the organization. The causes of

intention to leave among other workers have salary satisfaction; organizational commitment and job satisfaction are low for his work and is now motivated to look for another job.

The desire of individual is to reflect the move to leave the organization and seek other employment alternatives. In the studies conducted, this variable is used in a broad scope, covering the whole of withdrawal cognitions employees (Elodie et. al., 2018). Shinwoo (2017), stated that most of the employees who left voluntarily for reasons of organization can be categorized upon transfer of voluntary work that can be avoided voluntary turnover and the transfer of the voluntary work does not inevitable voluntary turnover. Avoidable voluntary turnover is due to where in the form of salaries, working conditions, the employer or any other organization that felt better, while the transfer of the voluntary work that cannot be avoided can be caused due to a change in career path or family factors. Intentions to leave that are discussed in this study is in the context of model voluntary turnover.

## **2.2 Salary Satisfaction**

The desire to quit could lead directly on the real turnover, people decide to leave work though other employment alternatives are unavailable or indirectly, lead to individuals looking for another job that is preferred. Reasons for seeking jobs in other alternatives of which is satisfactory over salary. They should feel that there is impartiality of salary to job they had done (Lum et al., 1998). Organization should have the courtesy in determining the payment of wages and salaries. Top salary satisfaction is created upon the model of equity relating to the motivation of individuals to perform in organizations.

Salary is known and understood as portion of a support scheme used by an organization to motivate employees to meet the rules and regulations. The salary of the workers, is seen as a reward or outcomes that are important. According to Mahdieh et al (2018), salary satisfaction from the employees is not only based on the salary system that strives to embark on the principle of fair wage/salary but to also have the value that is competitive in the market level. Salary satisfaction brings the meaning of someone being fulfilled with the salary received matches their expectations. Some research identified that satisfaction of wage and promotion also one of the sides of satisfaction associated with the yearning to leave their workplace (Lum et al., 1998).

### **2.2.1 The relationship between Salary Satisfaction and Intention to Leave**

Kai et al (2018), stated the objectives of reimbursement supervision in workforce definitely to preserve the existing employees at workplace because when the compensation doesn't seem to be good or fair, the organization will lose a huge number of productive employees.

A discrepancy of what is supposed to be received against what is received highlights the level of satisfactory and dissatisfactory over salary. Salary satisfaction can foresee in the level of attendance and employee turnover. Some researches claimed an inverse relationship between satisfaction and salary. (Helga et al., 2017). Salary Model satisfaction is a continuation of the concept of equity theory. Equity theory of emphasizing that caused by salary satisfaction feeling connected with sense of Justice above the salary paid. These feelings are the result of a continuous process and after comparing with other outcomes.

This is based on the theory that a worker formulates his outcome ratios including salary with input. According to Ayisha et al (2017), this ratio is then compared with the ratio of learning outcomes/input and some sources be a reference if the salary the worker less than another, will give rise to the existence of a feeling of being unfairly treated upon payment of the given. This will have an impact on salary so will dissatisfaction within a period not long the individual opts out and seek other employment alternatives.

According to Lum et al (1998), the same approach is suggested that discrepancy between what is perceived by someone a couple of the many mercenaries who accepted the person shows the level of satisfaction and dissatisfaction. Discontent over salaries that meet at generally asked out of a desire where they worked. Research from the past that observed that the fulfilment about the remuneration, job satisfaction, organizational commitment against the yearning to move done by Morena et al (2018), with the title "Explaining Nursing Turnover Intent: Job Satisfaction Pay Satisfaction or Organizational Commitment".

### **2.3 Job Satisfaction**

Job Satisfaction is an attitude that influence a person job and their improvement towards their job. Mifrah et al (2018), defines that it is an expression of being pleasant or unpleasant that an employee has towards their daily routine at the workplace. Job satisfaction can be a reflection of someone's emotional state towards improvements. As for Rasha, et al (2018), definition is a common attitude of a worker towards his task, the discrepancy between the number of rewards received a large number of workers

and which they believe should they receive. A valuation against a worker's satisfaction is based on the complexity of his job as a total of discrete element employment.

According to Mahdiah et al (2018), job satisfaction is purposive by numerous determiners, namely work that is level of challenge, supportive working conditions, a loyal and kind colleagues, as well personality that suits the job. The perception of a person may not be the complete concrete is a reflection about the task, and each of them in the similar condition can have a diversified view. Job satisfaction is not solely related with a negative release of employees' intention to leave, but also related to other influences like job market conditions, substitute job openings, and the length of the period of employment which is the vital constraint to leave the current job (Junwei et al, 2018). As for his opinion, job satisfaction is strongly encouraged by the level of mental challenge in the task, supportive working environment and co-worker also the nature of suitability to the job.

Those who are satisfied with their daily routine at workplace will eventually choose to stay whereby those who dissatisfied will choose to leave their workplace. An individual's thought is influenced by the alleged satisfaction towards the job. Based on the assessment of several alternatives, the job will ultimately comprehend the existence of a turnover when the individual who choose to leave is showing more level of satisfactory result elsewhere. According to (Mohammad Yousef Abuhashesh, & et al 2019) workers with great level of job satisfaction will feel content and happy in performing her job that does not attempt to look for job opportunities elsewhere. While,

those at the unsatisfied job will develop an intention to leave by looking and hoping for a new job opportunity that can be more fulfilling.

### **2.3.1 The Relationship between Job Satisfaction and Intention to Leave**

In addition, Vidya et al (2018), has recognized substitute job and the satisfaction obtained can have an extensive influence on the desire of workers who comes from different populace. Job discontent often been recognized as a crucial factor that brings results in individuals to leaving the job. (Jing et al., 2018), conclude that the empirical dissatisfaction, work has a straight effect onto formation of a desire to leave the organization. Job satisfaction is still an element that has undesirably linked with the employee's intention to leave. Some other determiners such as labor market conditions, expenditure on hiring and the length of time working. Alternatively, spending on alternative employment opportunities and long working period in the organization is actually a constraint important element to leave the job (Yong et al., 2012). At the individual level, the satisfaction of a person to a job is often examines using variable psychology in the connection between satisfaction and intention to leave.

According to Ana et al (2018), job satisfaction concerning the extend of the workers feeling the suitability amid of how large awards are received and the work with potentials about how big that is supposed to receive. With regard to job satisfaction how satisfied somebody is with aspects of her work, it is defined as feeling happy or positive emotions a worker received at the current moment at their job with no regards to any individuals, groups, from the past or the forthcoming. Workers will lesser satisfaction towards their task tends to reveal it in the mode that may interfere with the performance of the organization: a high turnover, high absentee rate, lags in work, complaints or

even breaking down the work. Karel et al (2010), identify that turnover labor-related discontent. An evidence in the research by Fardilah (2018), says that greater level of a person's job satisfaction, the lower the force of the person to leave the job has simplify that job satisfaction has the ability to bring an impact to a person's decision of stay at work. Usually, the consequences of a lower job satisfaction results in large level of turnover. Workers with low job satisfaction are more prone to leave for other prospects.

#### **2.4 Organizational Commitment**

According to Williams (1986), defined the level of individual identification and frequency of attachment against the organization shall, where the features of the organizational commitment among others is someone's loyalty towards the organization, the readiness to apply the determination on behalf of the organization, the rejuvenation between the purpose of a person with the purpose of the organization.

Organizational commitment is the strength of the identification with the involvement of an individual in certain organizations (Morena et al., 2018). Jufrizen (2018), distinct that organizational commitment depicts the level the worker identifies them in the organization. According to Nurul (2013), organization Commitment and its involvement job satisfaction in the Organization, according to him, there are three components, namely:

1. Affective Organizational Commitment (AOC) is an expressive style of the individual within his involvement with the Organization, so that the individual will have sense of belonging to the organization
2. Organizational Continuance Commitment (COC) is a desire that is owned by the individual to stay in the Organization, so that the individual feels the need to be connected to the organization.
3. Normative Organizational Commitment (NOC) is a Normative feeling obliged to defend individuals from within the organization.

Organizational commitment is the qualified strength of connection between individuals with organizations, which its appearances (Mowday et al., 1979) on include;

1. The existence of a strong certainty and acceptance over the purpose of organizational values,
2. Willingness to strive for the magnitude of the organization, and
3. The existence of a definite desire to find out the participants in the organization.

Workers who are loyal to the organization will have high level of commitment towards the company and to see them becoming successful. As their introduction and their involvement in organization become more strong and powerful, their commitment towards the organization will great. A person who shows less commitment to the organization is seen as a person who is not satisfied with the job and this can be clearly seen in their withdrawal of the organization through absence or entry-exit (Peter et al., 2012).

### **2.4.1 The relationship between Organizational Commitment and Intention to Leave**

In the past study by Kuean (2010), the researcher indicated that organizational commitment has a strong negative correlation with intention to leave. The correlation analysis findings in that study show that organizational commitment have a significant inverse relationship with an employee's intention to leave.

According to Saifuddin et al (2012), who did the testing causal relationships between job satisfaction and organizational commitment to find empirical evidence supporting the antecedent organizational commitment job satisfaction was. This finding is supported by the analysis of the structural parameters of the estimates which show the relationship of job satisfaction and organizational commitment as well as significant equity bonuses is strong.

On the other models put forth by Bateman and Strasser (1984) and Lum et al (1998), stated that the overall job satisfaction is not a reason but a consequence of the stronger organizational commitment will be the higher the job satisfaction, because of the organizational commitment can initiate the process of rationalization towards the attitude that is consistent with the behavior. While Alkabi (2018), defines commitment as a sense of organizational identification, engagement and loyalty, which is expressed by a person an employee against his organization. Jufrizen (2018), argues that organizational commitment is a condition, whereas willingness to make an effort with the earnest truly on behalf of the organization.

While Lepir et al (2017), defines commitment as an element of organizational identification, engagement and loyalty, which is expressed by a person an employee against his organization. Argues that organizational commitment is a condition where the employees liked the organization and is willing to strive for a high level of effort the interests of the organization and the achievement of the purposes of the organization. By definition, organizational commitment included an element of loyalty to organizations, involvement in work, and identification of the values and objectives of the organization. Organizational commitment that hinted relationships or organization has the high obligation in giving power and responsibility to support the well-being and success of the place of work.

Employees with high commitment feel any sense of belonging and loyalty towards the organization. So, an employee with high commitment will have the identification of organizations, involved in staffing was definitely genuine and there is a positive affective as well as loyalty to organizations, besides the behavior of striving towards the goal organization and the desire to keep joining the organization in an extensive period. This has been supported and proved by Chalim (2018), in his research found a strong link between organizational commitment and intention to leave job which has a negative relationship.

## **2.5 Organizational Citizenship Behavior**

Gerhard et al (2010), state that the behavior of employees in the workplace is grouped into 2 types, namely an action linked to formal tasks (in-role behavior), and behavior outside the official role (extra-role behavior). Extra-role behavior is very important to

have an impact on organizational survival. It is termed as organizational citizenship behavior. It is an informal behavior that can advance an organization (Jaron et al., 2018), this behavior is not implied in the job description but in the long run will help the company to achieve success. This behavior is an underwrite from a worker, which surpasses the demands of the role in the workplace so as to illustrate the added value of employees; this is a form of prosocial behavior namely positive, constructive and meaningful social behavior to help.

Rendering to the study by Meera (2018), organizational citizenship behavior is not considered as a vital part of work compulsions, nonetheless it is rather to be said as a preferred action to provide support the organization to function well and successfully. Travis et al (2010) stated that organizational citizenship behavior is a voluntary behavior by the employees that makes them to feel as a part of the organization who have the sense of satisfaction. In fact, the same study mentioned, if the workers who does not show such behavior will not be penalize or does not impact his rewarding system in terms financial rewards or recognitions, however this behavior is considered significant to the organization in terms of making improvement in the overall performances. Meera (2018), also affirmed that organizational citizenship behavior is an implementation of tasks that support the social and psychological environment in which the task occurs. This kind of behavior according to (Terziev, 2019), is said to lubricate the social machine of the organization. So, it can be said that organizational citizenship behavior emphasizes the social contract between individuals and co-workers and between individuals and organizations which is usually compared to in-role behavior which is based on limited performance implied by the organization.

### **2.5.1 The Relationship between Organizational Citizenship Behavior and Intention to Leave**

The desire to move is the voluntary or involuntary permanent resignation of an organization (Radiman et al., 2019), the desire to change employment for these employees' aims to leave the company and find alternative employment in other companies. When employees start to want to change jobs voluntarily, employees will be busy looking for work opportunities outside the company and will actively look for them so that indirectly the behavior caused by employees no longer do jobs outside the official role (extra-role behavior) but only generate behavior as the responsibility given by the company.

According to (Radiman et al., 2019), while employees have the desire to change work in an involuntary manner, because the company takes the decision to terminate or terminate labor relations. Employees are considered less suitable to be in the company, seen from the contribution given to companies that do not meet the target given or not according to what is expected by the company. This voluntary desire to change employment shows an assessment that employees are not able to meet targets for the responsibilities given by the company according to the job description, let alone employees do work outside the official role (extra-role behavior).

Jaron et al (2018), state that shifting desire has a negative relationship with organizational citizenship behavior. The inverse relationship between the desire to change work with organizational citizenship behavior can be seen if an employee who has a desire to change employment from a high company means doing a job that is outside the official

role (extra-role behavior) is very low because employees who are preparing to change jobs or employees are considered unable to fulfill the target given by the company in relation to employees no longer contributes more to the company. Wei et al (2017), found that altruism, one aspect of organizational citizenship behavior is undesirably linked to intention to leave. Usually the coercion on task exist when there is a need to assist the workers related to operations and this exist when the employee has the desire to leave the company or when the employee has a decision from the company to terminate or terminate the employment relationship.

## **2.6 Underpinning Theory**

The concept of employee engagement has showed up decently as of late in the literature. In view of its relative earliest stages, there is an absence of data about the connection between known worker commitment factors (Buckingham, 1999), work fulfillment, and turnover intention. Not exclusively is there an absence of data, there are inconsistencies between considers that cloud our comprehension of the connections of the previously mentioned factors. Along these lines absence of data, there exist botched chances for development, advancement, and change that could basically influence the exhibition of an association.

Kahn's theoretical framework was useful in better understanding the idea of representative commitment. As indicated by Kahn's (1990) individual commitment hypothetical structure, individuals communicate genuinely, psychologically, and sincerely in the jobs they possess; individuals are increasingly energized and content with their jobs when they attract on themselves to play out their jobs; and individuals

fluctuate in their degrees of connection to their jobs. Besides, Kahn recommended that individuals differ their degrees of individual commitment as indicated by the seriousness of a circumstance (or saw benefits), the apparent security of a circumstance, and their accessibility based on assets they see they have. On the other hand, an individual can become withdrawn and shield oneself (or ensure oneself) by pulling back and concealing their actual character, thoughts, and emotions.

Meanwhile, Herzberg's Two Factor Theory of Job Satisfaction is helpful in clarifying connections including work fulfillment in the present writing audit. Herzberg's Two Factor Theory expresses that the degree of fulfillment an individual has with a vocation is driven by two elements—helpers (which energize execution and give fulfillment, for example, accomplishment and acknowledgment) and cleanliness (which don't fulfill the representative yet the nonattendance of which prompts disappointment, for example, strategy, oversight, and pay). Herzberg (2003) proposed that job satisfaction and employment disappointment are not contrary energies: something contrary to work fulfillment is no activity fulfillment, and something contrary to work disappointment is no activity disappointment.

Various researchers (Buckingham and Coffman, 1999; Seigts and Crim, 2006; Harter, Schmidt, and Hayes, 2002) have utilized the term commitment to allude to representatives who are associated with, eager about, and happy with their work. The Towers Perrin Talent Report (2003) found that around 81 percent of representatives reviewed were locked in, however the same number of as 19 percent of workers studied were withdrawn. Withdrawn representatives are bound to perform inadequately,

effectively search for another activity, and tear down administration or the association for which they work (Gubman, 2004). Such counterproductive work conduct likewise has a recorded relationship with an absence of authoritative citizenship (Dalal, 2005). Sanford (2003) revealed that withdrew workers cost their organizations monetarily by means of diminished benefits, diminished deals, lower consumer loyalty, and lower profitability.

Turnover among organizations is far reaching (Bernthal and Wellins, 2000) and almost one third of employees hope to relinquish their position inside the following year and 20 percent of them gauge the probability of them leaving was more noteworthy than 50 percent. Turnover is probably going to expand, as indicated by Bernthal et al. (2000). This is risky because of the way that turnover is exorbitant for an association. Sadly, the issue of turnover isn't constantly tended to adequately despite the fact that human asset experts think of it as risky. Bernthal et al. (2000) announced that more prominent than one third of human asset experts they overviewed considered maintenance to be a problem that is begging to be addressed. Notwithstanding, practically 50 percent of associations met had no proper system for tending to the issue of maintenance. International Survey Research (2000), proposed that most associations depend on the responsive system of picking up information from post employment surveys to roll out hierarchical improvements to advance maintenance. This is risky. As indicated by International Survey Research, in addition to the fact that this is responsive, the information caught at a representative's exit doesn't precisely speak to the perspective the worker was in when the individual thought about leaving the association. International Survey Research recommended that to be genuinely proactive,

organizations need to comprehend the key factors that impact turnover. Bernthal et al. (2000) recommended that the best mediations are understanding of why employees leave.

Turnover intention, the outcome variable, alludes to the deliberate aim of a worker to leave an organization. While employees may mean to leave intentionally because of the migration of a companion, redefined personal role, or retirement, of specific worry to the business is when exceptionally beneficial, key representatives expect to leave dependent on reasons inside the control of the business: inadequate compensation, lacking salary, poor working conditions, challenges with managers, and dangerous workplace. The assessment of an employee's turnover goal permits the open door for HR to adopt a proactive strategy to expanding maintenance in an association rather than gathering a similar data from a post employment survey related with an intentional turnover. Research using turnover intention as the dependent variable (Lum, Kervin, Clark, Rid, Sirola, 1998). As indicated by Steel and Ovalle (1984), turnover intention is more predictive of turnover than job satisfaction or organizational commitment.

## **2.7 Summary**

Several studies in the past literature have noted a relationship between employee engagement and turnover intention. For example, investigation of 22 organizations across 5 business divisions, International Survey Research (2000) established that there were a few key drivers for turnover intention including acknowledgment and rewards, singular turn of events, professional success, strengthening, the executives initiative, regard for workers, holding gifted representatives, administrative issues, culture fit, and

employer stability. These key drivers reflect a few of the representative commitment factors as indicated by Buckingham et al. (1999) (i.e., acknowledgment, advancement, opportunity, consolation, care, closest companion, progress). Second, the 2003 Towers Perrin Report tended to worker commitment and turnover and found that 66 percent of exceptionally connected with representatives revealed that they have no designs to leave contrasted with 36 percent of modestly drew in people and 12 percent of withdrew workers. Moreover, 2 percent of profoundly connected with representatives detailed they are effectively searching for another activity contrasted with 8 percent of modestly drew in and 23 percent of withdrew workers. Gubman (2004) additionally detailed that disengaged employee are more likely to actively look for another job.

A few examinations in the past literature have reported a mind boggling connection between job satisfaction and turnover intention. Shulz, Bigoness, and Gagnon (1987) analyzed turnover intention among worker and secured that position disappointment was legitimately identified with turnover purpose. In a recent report, Weisberg and Kirschenbaum (1991) discovered that high and moderate degrees of occupation fulfillment are comparable in their effect upon turnover goal; in any case, an absence of employment fulfillment radically raises a moving expectation. Weisberg (1991) proposed that it just may not be important for workers to get significant levels of occupation fulfillment to diminish their expectations to leave an association. Utilizing meta-diagnostic systems, Hellman (1997) secured that job satisfaction-turnover intent relationship was significantly different from zero and consistently negative.

The current literature review examined a proposed relationship between the salary, job satisfaction, organizational commitment and organizational citizenship towards turnover intention. The study of the relationship helps to fill a gap in the literature as employee commitment is a genuinely new term and has not been connected to both job satisfaction and turnover intention as depicted. Kahn's Personal Engagement Theory and Herzberg's Two-Factor Theory of Job Satisfaction were utilized as the hypothetical underpinnings for the review. In aggregate, there is a lot yet to find concerning the connection between worker commitment factors, work fulfillment, and turnover aim. In any case, with a superior applied model from which to work, maybe we can start posing the correct inquiries to discover a few answers that will thus build worker commitment and employment fulfillment and decrease turnover intent making the work environment a more enjoyable place to work.



## CHAPTER 3

### METHODOLOGY

#### 3.0 Introduction

This chapter demonstrates the procedures and methods that been cast-off to collect and to analyze the data orderly and efficient manner that explains the hypothesis and research questions. It includes the way of research is conducted through the research design, measurement of variables, data collection, sampling, and data analysis techniques. Pilot study is also included in this chapter. The main motive of this chapter is to certify that researcher has conducted appropriate research procedure that helps the other researchers to have stronger understanding or to evaluate the conclusion obtained from this research

#### 3.1 Research Framework

Intention to leave affects the efficiency of the organization, high turnover resulted in rising cost of investment in the human resources (HR), and may cause the inflexible pieces and uncertainty toward labor conditions employees so that it can have implications for company performance. Which tends to be a high turnover rate is identified due to several factors, among others, the satisfaction of salaries and low job satisfaction and organizational commitment of less than employees.

Organizational commitment greatly affects employee to loyal to the company by expressing his concern for the company so that it can be concluded that organizational

commitment affects turnover intention. Figure 3.1 shows the theoretical thinking framework for this research.

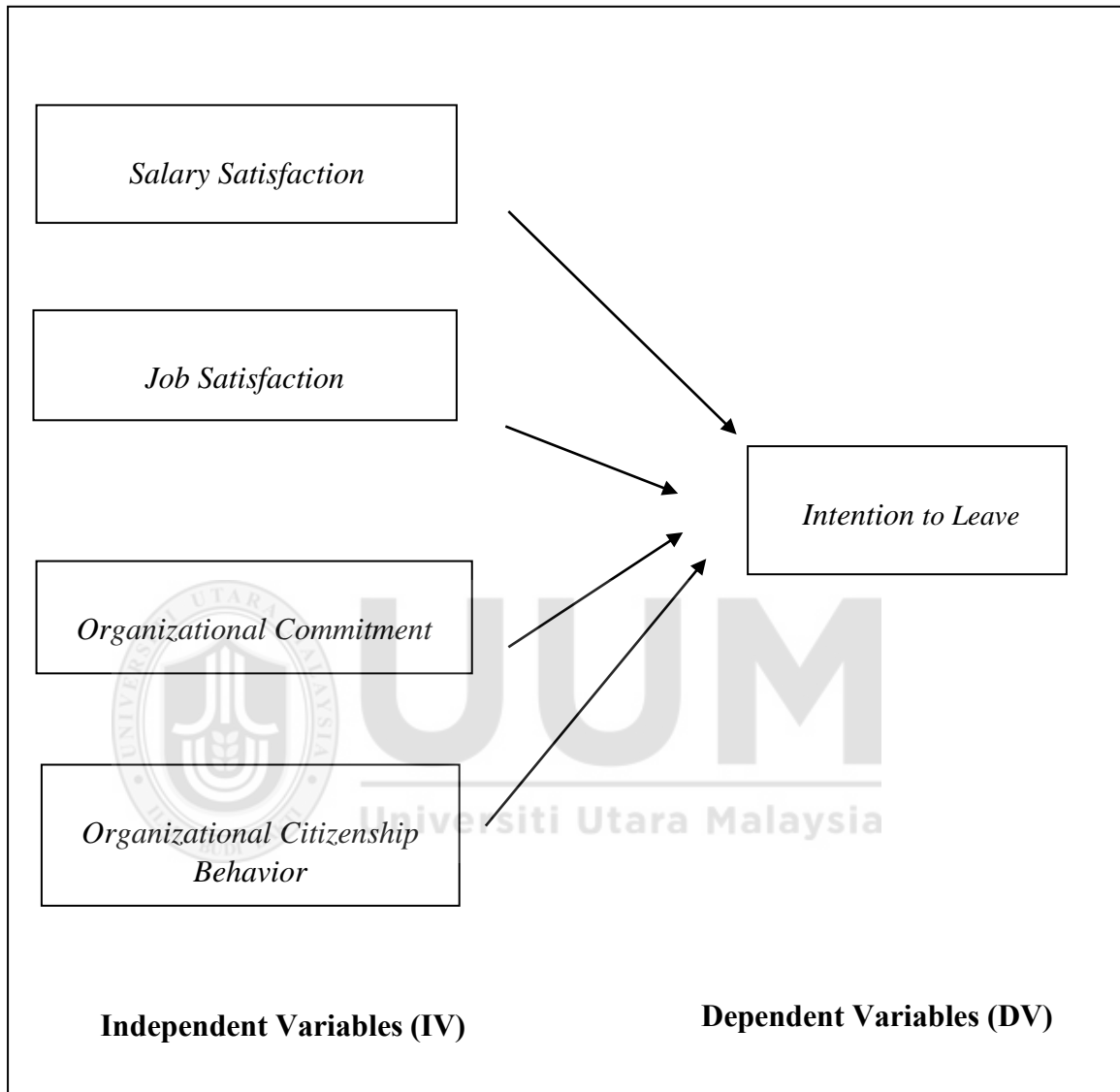


Figure 3.1: Research Framework

### 3.2 Hypothesis

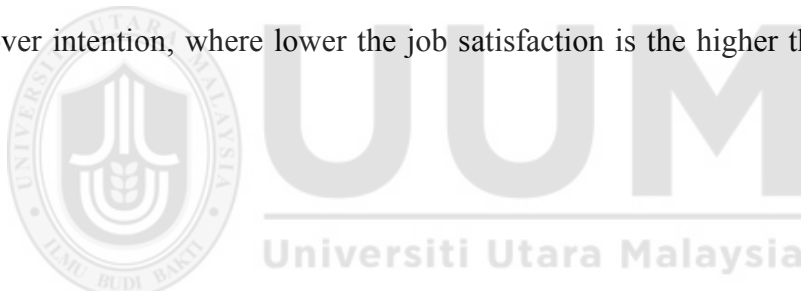
Below is the research hypothesis for this study.

H1: Salary Satisfaction has negative relationship with intention to leave among Generation Z in IT industry in Klang Valley

This hypothesis is supported based on the findings by Hayati (2015) at which salary satisfaction is negatively correlated with the turnover intention with value of  $r=-0.58$ ,  $p<.001$ . The study noted that pay satisfaction have a negative relationship with turnover intention. Therefore, when salary satisfaction is lower, turnover intention will be higher.

H2: Job Satisfaction has negative relationship with intention to leave among Generation Z in IT industry in Klang Valley.

This hypothesis is based on the examination findings from Hayati (2015) at which job satisfaction is negatively correlated with the turnover intention with value of  $r= -0.60$ ,  $p<.001$ . The findings show that job satisfaction has a significant negative relationship to turnover intention, where lower the job satisfaction is the higher the turnover rate will be.



H3: Organizational Commitment has negative relationship with intention to leave among Generation Z in IT industry in Klang Valley.

According to Hayati (2015), organizational commitment has a negative relationship over employees' turnover intention with a correlation of  $r= -0.66$ , where lower commitment at organizational level will have higher turnover rate. While, in another study by Kuean (2010) stated that organizational commitment has  $r = -0.574$  which indicated a strong and negative correlation with intention to leave. The correlation analysis results show that organizational commitment have a significant inverse relationship with an employee's intention to leave.

H4: Organizational Citizenship behavior has negative relationship with intention to leave among Generation Z in IT industry in Klang Valley.

Results presented by Saifudin (2016) states that there is a positive relationship between organizational citizenship behavior of  $r=.178$ ,  $p< 0.05$ . The obtained results in the correlation analysis indicated that the positive relation exists between organizational citizenship behavior and turnover intention of bank employees.

H5: There is an effect of Salary Satisfaction, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior on intention to leave among the Generation Z in IT industry in Klang Valley.

### **3.3 Research Design**

The approach that is used to meet the respondents was through survey or questionnaires. Surveys were conducted as it was one of the effective ways to recognize the factors that influence the intention to leave from the organization among Gen Z. Interviews were less effective as most of them were not interested to participate. Therefore, the researcher chooses to perform surveys.

The study was based on explanatory research. Explanatory research is to recognize contributing relationship between the variables that are related in this study. The study depends on the primary data which is the questionnaire and secondary data such as reports, journals from other researchers and other. A questionnaire was distributed to the remaining Gen Z who are still working in IT industries in HP, Avnet and IBM

located in Klang Valley. A stratified sampling method is used to distribute the questionnaires. Based on Krecjie and Morgan (1970), a minimum of 254 sample size is expected since the target populations are approximately 750 of Gen Z employees of the IT industries in HP, Avnet and IBM.

### **3.4 Instrumentation**

Likert scale is used to evaluate the space between the indistinguishable numerals and it can be construed and compared meaningfully (Hair et al, 2007). In this study, the researcher used a complete independent question from the strongly disagree (SD), disagree (D), agree (A), and strongly agree (SA). The data is collected by asking the statements in question form is created by using a scale of 1 to 5 where scale of 1 shows strongly disagree and scale of scale shows strongly agree. This is to obtain data that is both the interval and given a score. Interval scale measures the degree of the variances in the partialities among the individuals. The questionnaire consists three sections; section A, B and C. Section A is about demographics such as gender, highest education level, occupational level and income level in that particular company are asked. Part B is focused on the dependent variable while part C is focused on the independent variables.

#### **3.4.1 Pilot Test**

Before conducting the research, it is necessary to conduct a trial of the scale to be used. The scale trial was conducted with the aim to find out the validity and reliability. Subject retrieval for the trial was done by drawing all employees in accordance with

the characteristics of the research sample of 30 people in a simple manner. The scale that was tested consisted of Scale Organizational Citizenship Behavior, Organizational Commitment Scale and Turnover Intention Scale. Implementation of the Trial was carried out in the meeting room of IBM Malaysia. At the time of the trial, 30 people were present and in the room. The 30 copies that were distributed, all of them met the conditions to be scanned and analyzed.

### 3.4.2 Pilot Test Reliability Result

Reliability is measurement that provides the reliable or unreliable data results when the instrument continuously provides the similar results each time testing is done. It is known as a tool to measure the questionnaire that indicates the variables. (Hair et al 2007). Researcher also mentioned reliability of a questionnaire is depended the response given to the question is up to its consistency over the time. SPSS application is used to calculate the reliability and it is done by calculating Cronbach Alpha statistical test. A well construct variable is to be acknowledge as reliable when the Cronbach Alpha > 0.70. Table 3.1 below indicate pilot test reliability analysis for variables.

Table 3.1: Pilot Test Reliability Result

Variables	No of Items	Pilot
Intention to Leave	3	0.709
Salary Satisfaction	5	0.707
Job Satisfaction	4	0.706
Organizational Commitments	5	0.702
Organizational Citizenship Behaviour	4	0.701

Based on the table above, we noted that all variable has Cronbach Alpha > 0.70. The Cronbach's alpha for all variable was above 0.7, which reflects internal consistency of the scale.

### **3.5 Data Collection**

This study is focus on a quantitative approach at which survey form was created. Questionnaire was relatively cheap to carry out and quick to fill in. A part from that, the format is familiar to most of people and usually respondent have time to think about their answers. Therefore, primary data is focused in order to maintain the quality of data collected.

#### **3.5.1 Data types and Data sources**

The research method used was confirmatory with analytical study suggests the facts which occurred in a field that aims to acquire secondary data with regard to the review of the literature and with data about the company.

#### **3.5.2 Primary Data**

The data that is extracted from the direct source and first time being observed and documented is known as a primary data. (Ajayi, 2017). In this study, primary data is sourced from the object being observed and examined directly with the data collection of the specified sample. As for the primary data is data collected through the

dissemination of questionnaires to employees, IT industry Malaysia that has been created and compiled in the form of a question that contains a series of questions.

The basis of this method is a self-report of its subject. On the basis of method is expected to be about goals because the subject is considered the most knowing himself. The data used for the satisfaction of employee salaries, employee job satisfaction, and respondents' profile data.

### **3.5.3 Secondary Data**

The data that is extracted by researcher through transitional of a source is considered as a secondary data. As for the secondary data used in this research is data about literature as well as other supporting information.

### **3.6 Sampling**

A population is a group of persons or substances of research that has the qualities and traits that have been established. Having said that the quality and the characteristics of the population can be understood as a group of persons or substances of observation that at least have one common characteristic. In this study population used is employee IT Industry located in Klang Valley. IT industry from the population as an aim to find out the magnitude of the salary levels of satisfaction, job satisfaction and organizational commitment towards intention to leave. If the type of company is aware that the level of satisfaction of salary, job satisfaction and organizational commitment towards intention to leave an organization. The relatively high due to the heavy working

conditions and physical activities that require relatively high. In this research the terms to be respondents are employed. Referring to the sample size determination endorsed by (Krejcie & Morgan, 1970), number of employees in 750 employees is required for a total sample of 254 employees.

A proper method in sampling are significant for an impartial selection process. Proper sampling too allows a cost and effort reduction in assembling the samples. The regular methods of sampling consist of simple random sampling which is entirely a random selection from the population, followed by matched random sampling where population are in pairs based on a condition and then randomly allocated into groups. Systematic sampling, where the population will be organized and selection be done at regular intervals, stratified sampling at which population are split into categories and a random selection is done from within each category. Finally, panel sampling where applying the same test over time to the randomly selected groups. Stratified sampling method is used for this study by excruciating the populace into gender categories and random selection from within each category.

The utmost practiced method is the Krejcie and Morgan Sampling Method. In order to streamline the process of determining the sample size, Krejcie & Morgan (1970), derived a table using sample size formula for restricted population.

<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*

*Figure 3.2: Sample Determination*

This source denotes to the population study and determine the sample in this study. The population, rendering to Hair et al (2007), is all good values through quantitative and qualitative calculations, from certain characters to complete and clear objects. Considering the number of population members, the population consists of limited (infinite) populations and seen from the nature of the population can be homogeneous and heterogeneous. Based on Hair et al (2007) statement, the population is to be said that the object/subject that have a precise extents and attributes that is fixed by the researcher to be considered and to be concluded.

Table 3.2 shows the number of population and sample size for HP, Avnet and IBM.

*Table 3.2: Distribution of Population and sample size of Gen Z*

Companies	Number of employees	Percentage of gen Z (percent)	Number of gen Z employees (Population)	Targeted Sample Size
IBM	2412	15	362	127
HP	5000	7.5	375	131
AVNET	90	40	36	12
<b>Total</b>			<b>773</b>	<b>270</b>
K & M Model			<b>750</b>	<b>254</b>

As per the information from the HR department of each company, there are 2,412 employees inclusive of both contract and permanent staffs and 15 percent of them are the Gen Z. While in HP, there are approximately 5000 employees, inclusive contract, permanent and outsourced staffs. There are almost 375 employees of Gen Z which is about 7.5 percent. While Avnet has 90 employees and 40 percent of them are Gen Z. That shows the number of populations of Gen Z in all three companies. 35 percent of Gen Z will be the targeted from each company for the sample size ending in a result of 270 at which 16 of them are an additional respondent/questionnaire to be distributed to attain the sample size as per Krejcie & Morgan (1970), model which is 254.

### **3.7 Techniques of Data analysis**

A research needs data analysis and interpretation which aims to answer the questions researchers in order to uncover a particular social phenomenon. Data analysis is the process of simplification of the data into a form that is more easily read and interpreted. The chosen method for analyzing data must correspond to the pattern research and the variables examined.

This study used quantitative analysis. Perception of respondents is qualitative data that will be measured with a scale so that the result is shaped figures. Subsequent numbers or score the processed with statistical methods. This method of measurement is to ease the process of data analysis.

From a wide range of analytical tools, researchers define a few analysis tools to suit your needs in order to prove the relationship of the research hypothesis. In this study the researcher used inferential statistics is used.

### **3.8 Summary**

This chapter deliberates the numerous research methodologies that has been cast-off to conduct the research studies. In this research, target respondents were Gen Z in Information Technology Industries in Malaysia. SPSS software version 23.0 was used for data analysis.

## CHAPTER 4

### RESULTS AND DISCUSSION

#### 4.0 Introduction

This chapter discusses the outcomes from the data collected from the respondents. SPSS program version 23.0 is applied to gain data analysis in this examination. It also presents the background of the respondents, pilot test, mean level, correlation and regression analysis. The correlation and regression analysis are to test the hypothesis developed for this research. Summary of the hypotheses testing results summarized in this chapter.

#### 4.1 Data Preparation

The questionnaire form was distributed to the HR department of all the three organization on the first week on January 2020. A total of 270 questionnaire was distributed and the collection was done after three weeks of the distribution. An approximate time that a respondent would have spent in answering the questionnaire should 5-10 minutes.

Table 3.1 shows the data of distribution and collection of survey forms at HP, Avnet and IBM.

*Table 4.1: Questionnaire Distributed and Collected*

Activity	Number of Questionnaire
Distribution of Questionnaire	270
Collection of Questionnaire	264
Rejected Questionnaire	14
Usable Questionnaire	250

A total of 270 questionnaires was distributed and 264 of questionnaires was collected back. When a checking was carried out on the collected questionnaire, 14 of the questionnaires were rejected due to incomplete responses. Thus, the final number of questionnaires for statistical analysis is 250 questionnaires.

#### 4.2 Background of Respondents

Table 4.2 shows the categorized background of respondents in term of gender, education, income and occupation level.

Table 4.2: Background of Respondents

Item		Frequency (N)	Percentage (percent)
Gender	Female	131	52.4
	Male	119	47.6
Education	Diploma	82	32.8
	Degree	85	34.0
	Master	58	23.2
	PhD	25	10.0
Income	>RM1000	16	6.4
	RM1001-2500	82	32.8
	RM2501 and above	152	60.8
Occupation Level	Junior	90	36.0
	Senior	118	47.2
	Management	42	16.8

In term of gender categorization, 131 respondents (52.4 percent) are female, while male are 119 or 47.6 percent. Most of their education level are Degree holders which logged at 34.0 percent, and 32.8 percent with Diploma. Meanwhile, the remaining respondents hold Masters (23.2 percent) and PhD (10.0 percent). There are almost 152 employees (60.8 percent) earns RM 2501 and above, while 32.8 percent earns RM 1001-RM 2500. There are 16 (6.4 percent) of them who earn lesser than RM 1000. In terms of their

occupation level, 47.2 percent of them are from the senior while junior level depicted 36 percent and 16.8 percent from the management level.

### 4.3 Reliability Analysis

Table 4.3 Actual test reliability analysis for variables.

Table 4.3: Actual Test Reliability Analysis Statistics

Variables	No of Items	Actual
Intention to Leave	3	0.706
Salary Satisfaction	5	0.704
Job Satisfaction	4	0.703
Organizational Commitments	5	0.702
Organizational Citizenship Behaviour	4	0.701

Based on the table above table, actual test indicate that all variable has Cronbach Alpha > 0.70. This reflects internal consistency of the scale.

Cronbach coefficient is commonly used to test the interior unwavering quality of the things utilized in the investigation. The alpha of Salary Satisfaction is 0.704 which is most astounding when contrasted with different factors utilized in the examination.

The second most noteworthy estimation is 0.702 which used to quantify Job Satisfaction. Next, estimating Organizational Commitments is 0.702. Most reduced estimation is 0.701 by Organizational Citizenship Behaviour.

#### 4.4 Correlation Analysis

Table 4.4 shows the correlation analysis findings.

*Table 4.4: Correlation Analysis Statistics*

Variables	Salary Satisfaction	Job Satisfaction	Organizational Commitments	Organizational Citizenship Behaviour
Intention to Leave	-.347**	-.359**	-.305**	0.063

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

The purpose of the conducting the correlation analysis is to examine the correlation between independent variables and the dependent variable in this study. Correlation refers to the direct relationship between two variables. A negative correlation refer to inverse relationship between two variables that is when one variable decreases, the other increases. In a negative correlation, the variables move in opposite directions. In other words, as one variable increases, the other variable will decreases. Meanwhile, when two variables have a positive correlation, it moves in the same direction. This means that as one variable increases, the variable also will increase (Jupp, 2006). A correlation coefficient between 0.10 and 0.29 indicate a small correlation, while a coefficient between 0.30 and 0.49 indicate a medium correlation and a coefficient between 0.50 and 1.0 indicate a large correlation (Sidin and Zawawi, 2002). From the correlation analysis results table above shows the following findings:

There is a negative correlation between Salary Satisfaction and Intention to Leave [ $r = -.347$ ,  $n = 250$ ,  $p < 0.01$ ). The findings indicated that when there is a decrease in the salary, intention to leave would increase among the employees at HP, Avnet and IBM. This scenario represent inverse relationship between Salary Satisfaction and Intention to Leave.

There is a negative correlation between Job Satisfaction and Intention to Leave [ $r = -.359$ ,  $n = 250$ ,  $p < 0.01$ ). Lower job satisfaction would increase the intention to leave among the employees at HP, Avnet and IBM. This scenario represent inverse relationship between Job Satisfaction and Intention to Leave. There is a negative correlation between Organizational Commitments and Intention to Leave [ $r = -.305$ ,  $n = 250$ ,  $p < 0.01$ ). Decrease in the organizational commitment would increase the intention to leave among the employees at HP, Avnet and IBM. This scenario represents inverse relationship between Organizational Commitments and Intention to Leave.

There is a positive between Organizational Citizenship Behaviour and Intention to Leave [ $r = .063$ ,  $n = 250$ ,  $p > 0.01$ ). The employees at HP, Avnet and IBM do not consider Organizational Citizenship Behaviour important to their intention to leave. Therefore, it could be concluded that Salary Satisfaction, Job Satisfaction and Organizational Commitments variables have negative relationship on Intention to leave among the employees at HP, Avnet and IBM. Meanwhile, Organizational Citizenship Behaviour has positive relationship on Intention to leave among the employees at HP, Avnet and IBM.

#### 4.5 Regression Analysis

Table 4.5 and Table 4.6 shows the coefficient and regression analysis findings for this study

Table 4.5: R Square and ANOVA (Turnover Intention)

<i>R</i>	<i>R Square</i>	<i>Std. Error of the Estimate</i>	<i>F</i>	<i>Sig.</i>
.52	.27	.63	27.32	.000

Table 4.6 Coefficients (Turnover Intention)

	<i>Standardized Coefficients</i>		
	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
(Constant)	.00	7.02	.000
Salary Satisfaction	.32	7.05	.000
Job Satisfaction	.38	8.35	.000
Organizational Commitment	.28	5.23	.000
Organizational Citizenship Behaviour	-.10	-1.86	.063

Based on table 4.3, findings show that selection of the independent variables in this study could only predict 27 percent ( $R^2 = .27$ ) of the intention to leave among the employees at HP, Avnet and IBM in their turnover intention. Results of the multiple linear regression indicated that there was a collective significant effect between Salary Satisfaction, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior on Intention to Leave = 27.32,  $p < .01$ ,  $R^2 = .27$ ). Based on table 4.4, the individual predictors were examined further and indicated that Job Satisfaction ( $t = 8.35$ ,  $\beta = .38$ ,  $p < .00$ ), Salary Satisfaction ( $t = 7.05$ ,  $\beta = .32$ ,  $p < .00$ ) and Organizational Commitment ( $t = 5.23$ ,  $\beta = .28$ ,  $p < .00$ ) were significant predictors in the model. The salary satisfaction is the main consideration among the employees at

HP, Avnet and IBM followed by job satisfaction and organizational commitment in forming their intention to leave.

#### 4.6 Summary of Hypothesis Testing

Table 4.6 indicates the summary of hypothesis testing for this study.

Table 4.7: Summary of Hypothesis Testing

Hypothesis Statement	Remark
H1: Salary Satisfaction has negative relationship with intention to leave among Generation Z in IT industry in Klang Valley	Accepted
H2: Job Satisfaction has negative relationship with intention to leave among Generation Z in IT industry in Klang Valley	Accepted
H3: Organizational Commitment has negative relationship with intention to leave among Generation Z in IT industry in Klang Valley	Accepted
H4: Organizational Citizenship behavior has negative relationship with intention to leave among Generation Z	Rejected
H5: There is an effect of Salary Satisfaction, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior on intention to leave among the Generation Z in IT industry in Klang Valley	Accepted

As shown in the above table are the results of the hypothesis testing for this study where H1, H2, H3 and H5 are accepted while H4 are rejected due to insignificant statistical results.

#### **4.7 Summary**

The study successfully conducted data analysis to prove the hypothesis statement. It is highly noted that salary satisfaction, job satisfaction and organizational commitment have inverse relationship with intention to leave of Gen Z in IT industry in Klang Valley. Meanwhile, organizational citizenship behavior has positive relationship with intention to leave of Gen Z.



## CHAPTER 5

### CONCLUSION AND RECOMMENDATION

#### 5.0 Introduction

In this part, the researcher summarizes the whole study starting from objective of study till the findings. Finally, a detailed conclusion and recommendation are given on understanding of this research.

#### 5.1 Overview of Study

This research aims to examine the intention to leave among Gen Z in the IT industry. The inspiration behind this study is to research the variables impacting turnover intention of Gen Z. The information technology industry as a whole, the findings and results of this research will provide more reliable in-depth understanding of the influences that affects the intention to leave among Gen Z.

This research is expected to stretch the sensitivity to the management of information technology industries on the ways to reduce the intention to leave among Gen Z. Through this study the management will be able to know the expectations of Gen Z and helps the company to formulate pertinent retention policies and strategies in order to retain this group eventually it also gives an opportunity for the organization to gain competitive advantages among the Informative technology industries. The quantitative research is applied in this study to test the hypothesis that were constructed. This study only focused on the four (4) independent variables which are salary satisfaction, job satisfaction, organizational commitment and organizational citizenship. The scope of

this research is based on the Informative Technology industries in Klang Valley. Questionnaires are distributed to IBM Malaysia, Avnet Technology, and Hewlett Packard. Klang Valley was chosen by researcher due to the factor of convenience.

This study focusses specifically on intention to leave among the employees of Gen Z at HP, Avnet and IBM. In particular, this investigation analyzed the connection of salary satisfaction, job satisfaction, organizational commitment and organizational citizenship behavior towards their intention of leaving their workplace. This study aims to analyze the influence of pay satisfaction variable, job satisfaction and organizational commitment to outward intentions and to analyze the variables that have the biggest impact on outbound intentions.

Stratified random sampling method were used and questionnaire distributed to 264 respondents in order to get outcome of this study. Statistics was gathered from 250 respondents from HP, Avnet and IBM. The data was analyzed using SPSS version 23.0 to help produce statistical output data. Based on the analysis conducted, 134 respondents (53.6 percent) were consist of female and male 116 (46.4 percent). Analysis also shows that most of their education level are Degree holders which logged at 34.0 percent, and 32.8 percent with Diploma. Meanwhile, the remaining respondents hold Masters (23.2 percent) and PhD (10.0 percent).

## **5.2 Conclusion of the Study**

Previous studies that test the relationship between commitment and job satisfaction support that commitment has a more important influence on the desire to leave the organization, so job satisfaction is viewed as a precursor organizational commitment (Chin et al 2018). In the past study (Azeez, Jayeoba & Adeoye, 2017) has examined the nature of relationships among employees' job satisfaction, turnover intention and organizational commitment. Four hypotheses were tested and the outcomes show that there is a significant negative relationship between employees' job satisfaction and turnover intention. No measurably noteworthy relationship was found between employees' job fulfillment and the three elements of organizational commitment. It likewise settled that there exists significant relationship between turnover intention and organizational commitment. Likewise there was significant influence of employees' job satisfaction and turnover intention on organizational commitment.

### **5.2.1 Relationship between Salary Satisfaction and Intention to Leave of Generation Z**

This study affirmed that salary satisfaction has negative relationship with intention to leave of Generation Z in IT industry in Klang Valley. There is a negative correlation between Salary Satisfaction and Intention to Leave [ $r = -.347, n = 250, p < 0.01$ ]. The findings indicated that when there is a decrease in the salary, intention to leave would increase among the employees at HP, Avnet and IBM. This scenario represents inverse relationship between Salary Satisfaction and Intention to Leave.

In this way, the primary theory (H1) is accepted. The outcome was in line with the findings of the past investigations. The finding demonstrated that there was a noteworthy and negative relationship between salary satisfaction and intention to leave at  $p=0.01$  level.

### **5.2.2 Relationship between Job Satisfaction and Intention to Leave of Generation Z**

This study also admitted that job satisfaction has negative relationship with intention to leave of Generation Z in IT industry in Klang Valley. There is a negative correlation between Job Satisfaction and Intention to Leave [ $r = -.359, n = 250, p < 0.01$ ]. Lower job satisfaction would increase the intention to leave among the employees at HP, Avnet and IBM. This scenario represents inverse relationship between Job Satisfaction and Intention to Leave.

In this way, the primary theory (H2) is accepted. The outcome was in line with past investigations. The finding also demonstrated that there was a significant and negative relationship between job satisfaction and intention to leave at  $p=0.01$  level.

### **5.2.3 Relationship between Organizational Commitment and Intention to Leave of Generation Z**

Furthermore, this study also disclosed that organizational commitment has negative relationship with intention to leave of Generation Z in IT industry in Klang Valley. There is a negative correlation between Organizational Commitments and Intention to

Leave [ $r = -.305$ ,  $n = 250$ ,  $p < 0.01$ ). Decrease in the organizational commitment would increase the intention to leave among the employees at HP, Avnet and IBM. This scenario represents inverse relationship between Organizational Commitments and Intention to Leave.

#### **5.2.4 Relationship between Organizational Citizenship Behavior and Intention to Leave of Generation Z**

This study revealed that organizational commitment has positive relationship with intention to leave of Generation Z in IT industry in Klang Valley. There is positive correlation between Organizational Citizenship Behaviour and Intention to Leave [ $r = .063$ ,  $n = 250$ ,  $p > 0.01$ ). The employees at HP, Avnet and IBM do not consider Organizational Citizenship Behaviour important to their intention to leave.

#### **5.2.5 There is an effect of Salary Satisfaction, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior on Intention to leave among the Generation Z in IT industry in Klang Valley**

This study concluded that only Salary Satisfaction, Job Satisfaction and Organizational Commitments variables are related to the Intention to leave among the employees at HP, Avnet and IBM. Salary Satisfaction, Job Satisfaction and Organizational Commitments play as important motivational factors in influencing intention to leave among the employees at HP, Avnet and IBM. Management and Human Resource Department of HP, Avnet and IBM should emphasize on these motivational factors in order to reduce intention to leave from organization. High number of intention to leave in organization is not good and it represent weakness in the way managing the human

resources. Human Resource Department need to train new employees each time when there is a turnover. Costing will increase in order to train the new employees. Apart from that, it took some time to train the new employees in understanding the job task. This situation will be create burden for the organization. In order to overcome the situation, organization has to find ways to retain the employees from leaving the job. Perhaps organization can offer attractive salary package in order to retain the employees. Organization also may offer good working environment in order to increase the job satisfaction among employees. Good organizational commitment will reduce intention to leave among employees.

### **5.3 Recommendation**

The discussion on recommendation is divided into three main discussion, namely: academically, managerially and future research.

#### **5.3.1 Academic Implication**

The revelations of this examination have a couple of consequences for the human resource expert in understanding intention to leave among Gen Z in Information technology industry. This examination realized information that will give human resource department on determiners that affect intention to leave of Gen Z. This examination presumes that salary satisfaction, job satisfaction and organizational commitments are firmly related to intention to leave of Gen Z in the IT industry.

### **5.3.2 Managerial Implication**

To obtain furthermore reinforce for potential causal associations between these components, future examinations should be established on longitudinal structure. The study only focus on Klang Valley area and further investigation is required on different state across over Malaysia with the true objective to gain more accurate data.

### **5.3.3 Future Research**

The present research urges us to measure the essentialness of salary satisfaction, job satisfaction, organizational commitments and organizational citizenship behavior towards intention to leave among Gen Z in IT industry in Klang Valley. Therefore, three of the independent variables shows a negative relationship since this study is based on quantitative. A vastly recommended study combination of both quantitative and qualitative research could be observed in the forthcoming, so that it would determine the degree of the intention to leave of Gen Z in the IT industry in Malaysia. Accumulating information on the intention to leave of Gen Z by human resource expert in their exploration, how the resources were obtained, method used and frequency of intention to leave of Gen Z in the IT industry would be helpful to the human resource department and researchers.

To be more precise, Gen Z the pioneer of digital Gen, where technology is a fundamental use in their daily life as they believe technology increases their efficiency and they digest the absence of it. Their emergence in corporate world has brought a dilemma as the organization failed to understand the new workforce. Organization may work out to find out the ways of developing job satisfaction and to retain them, as this

generation prioritize flexibility in every place they venture to. Nevertheless, this research possibly did not emphasize on the other vital areas in understanding the needs and expectancies of the Gen Z in an effective manner. With human resources guidelines, a detailed and enduring research on worker's requirements and potentials to be conducted with additional superior understanding to the work environment due to the continues variation of needs. In order to retain, to understand and to credit the future employees as the greatest asset and strength of the organization, both approaches in terms of quantitative and qualitative can be included in future studies that highlights the attributes.

It is value added when organization can progress together with technology and refine the connection together with the Gen Z in demonstrating their superlative. A constant encouragement or motivation and guide will unquestionably benefit the situation. Creating an optimistic and passionate atmosphere will also leads in expansion of their best worker among Gen Z. Happy setting, prospects to learn and a formed appreciating ethos will absolutely show direction of retaining employees. This will reach their full potential when they are felt important and valuable as a part of their organization.

A forthcoming research on the gender categorization is vastly exhorted with a bigger sample size. With a lesser sample size, this research was not able to deliver much evidence if gender issue did pose a momentous impact on intention to leave among Gen Z in the Information Technology industry. It would also be exhorted that the sample size should have an equivalent number of male and female workers. Findings from this particular study have shown promising evidence that salary satisfaction, job

satisfaction, and organizational commitments influence towards intention to leave. More time and efforts in planning and designing the salary satisfaction, job satisfaction, and organizational commitments hopefully will ensure reduce in intention to leave of Gen Z in the Information Technology industry.



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## QUESTIONNAIRE

Dear respondents,

This questionnaire is developed to examine the factors influence of turnover among Generation Z in IT Industry.

Kindly requested to answer honestly all questions in this questionnaire. I guarantee that all information you provide in this question form is only for the purposes of research only. Your help and your participation would be greatly appreciated. Thank you for your time and cooperation.

This survey form is to identify the factors influence of turnover among Generation Z in IT industry.

**INSTRUCTIONS:** Give a mark (√) in the box that will be answered

**Part A: Respondent's details**

1	Gender <input type="checkbox"/> Male <input type="checkbox"/> Female
2	Educational level. <input type="checkbox"/> Diploma <input type="checkbox"/> Master <input type="checkbox"/> Degree <input type="checkbox"/> PHD
3	Occupation Level: <input type="checkbox"/> Junior Level <input type="checkbox"/> Management Level <input type="checkbox"/> Senior Level
4	Income Level <input type="checkbox"/> Below RM1,000 <input type="checkbox"/> RM1,001 – RM2,500 <input type="checkbox"/> RM2,501 and above

**Part B:**

The survey contains a series of statements related to responsiveness, assurance, tangibles, empathy and reliability. For each statement, circle one of the numbers that you think is correct.

1) **Strongly Disagree**

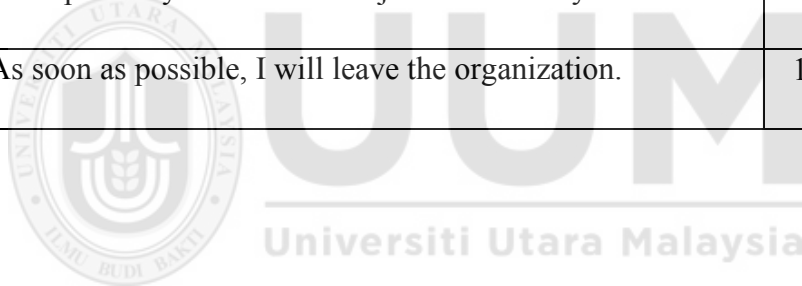
2) **Disagree**

3) **Not Sure**

4) **Agree**

5) **Strongly Agree**

<b>TURNOVER INTENTION.</b>					
1.	I often think about quitting my present job	1	2	3	4 5
2.	I will probably look for a new job in the next year	1	2	3	4 5
3.	As soon as possible, I will leave the organization.	1	2	3	4 5



**Part C:**

<b>SALARY SATISFACTION</b>						
1.	I receive the right amount of salary for my work.	1	2	3	4	5
2.	The economy affects my satisfaction with my current salary level	1	2	3	4	5
3.	I'm being paid fairly in comparison to other staff in my organization.	1	2	3	4	5
4.	I am likely interested in advancement and financial gain	1	2	3	4	5
5	I'm covered by medical insurance	1	2	3	4	5

<b>JOB SATISFACTION</b>						
1.	Overall, I am pleased with my work	1	2	3	4	5
2.	Overall, I am satisfying in my current practice	1	2	3	4	5
3.	My work in this practice has met my expectations	1	2	3	4	5
4.	My current work situation is not a major source of frustration in my life	1	2	3	4	5

<b>ORGANIZATIONAL COMMITMENTS</b>						
1.	I would accept almost any type of job assignment in order to keep working for this organization	1	2	3	4	5
2.	I feel very little loyalty to this organization	1	2	3	4	5
3.	I am proud to tell others that I am part of this organization	1	2	3	4	5
4.	I talk up this organization to my friends as a great organization to work for	1	2	3	4	5
5	It would take very little chance in my present circumstances to cause me to leave.	1	2	3	4	5

<b>ORGANIZATIONAL CITIZENSHIP BEHAVIOR</b>						
1.	I defend my company when someone talks negative about it	1	2	3	4	5
2.	If my organization going through hard time, I will stay with the organization	1	2	3	4	5
3.	If an operation is consuming the organization resources and it is not my direct responsibility, I talk about it with management	1	2	3	4	5
4.	I do invest personal time and effort for doing challenging and voluntary tasks.	1	2	3	4	5