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**THE RELATIONSHIP OF JOB SATISFACTION, BURNOUT,
ORGANIZATIONAL COMMITMENT AND TURNOVER
INTENTION: A STUDY AT MAHB CORPORATE OFFICE**

By

REVATI A/P MANIRAJA



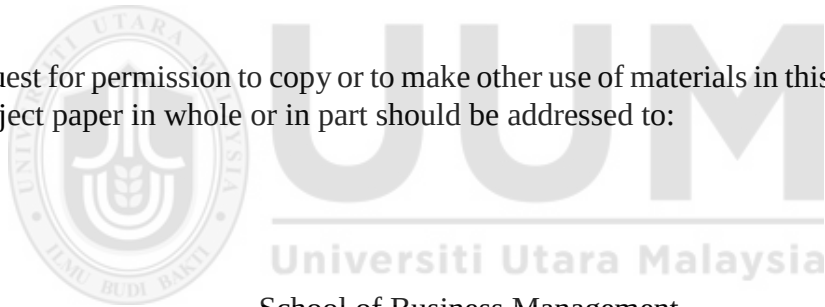
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**Thesis submitted to
School of Business Management,
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In Partial Fulfillment of the Requirement for Master of Sciences (Management)**

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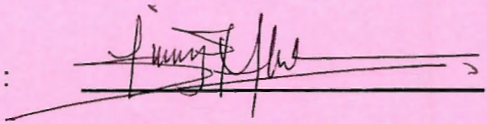
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ABSTRACT

The main objective of this study is to analyse the relationship between job satisfaction, burnout and organizational commitment towards turnover intention among employees of Malaysian Airports Holding Berhad (MAHB). Survey was done through distributing a questionnaire to 270 MAHB employees to participate in the study and was analysed by using Statistics Package for Social Science or SPSS in order to fulfill the objectives of the study. The results showed that there is a significant relationship between the variables towards turnover intention. The factors influencing turnover intention become the main attention from the employer as it is the most important key to ensure the organization well-managed and organized. Thus, internal issues and conflicts need to be clarified to ensure the organization free from any controversy and leads to be categorized as establish and powerful party. Recommendations have been given which include that the number of sample can be increased to evaluate the relationship in this case study and can be extended towards the workers from different departments and positions who work in private sector organization to compare their relationship between job satisfaction, burnout and organizational commitment on turnover intention. In conclusion, the researcher hopes that more research will be conducted on turnover intention in the future which important to enhance the productivity and satisfaction among workers.

Keywords: *Job satisfaction, burnout, organizational commitment, turnover intention*

ABSTRAK

Objektif utama kajian ini adalah untuk menganalisis hubungan antara kepuasan kerja, kepenatan bekerja dan komitmen organisasi ke arah niat pusing ganti kerja di kalangan pekerja Malaysia Airports Holding Berhad (MAHB). Kajian telah dilakukan melalui pengedaran soal selidik kepada pekerja MAHB untuk mengambil bahagian dalam kajian ini dan memenuhi objektif kajian ini. Keputusan menunjukkan bahawa terdapat hubungan yang signifikan antara pembolehubah ke arah niat pusing ganti kerja. Faktor-faktor yang mempengaruhi niat pusing ganti kerja yang menjadi perhatian utama dari majikan kerana ia adalah kunci yang paling penting untuk memastikan organisasi yang terurus dan teratur. Oleh itu, isu dalaman dan konflik perlu dijelaskan untuk memastikan organisasi bebas dari sebarang kontroversi dan membawa kepada kategori sebagai pihak yang kuat dan kukuh. Cadangan telah diberikan dimana ia termasuk bilangan sampel yang boleh ditingkatkan untuk menilai hubungan dalam kajian kes ini dan boleh diperluas ke arah pekerja dari jabatan dan jawatan yang berlainan yang bekerja di organisasi sektor swasta untuk membandingkan hubungan mereka antara kepuasan kerja, kepuasan bekerja dan komitmen organisasi mengenai niat pusing ganti kerja. Kesimpulannya, penyelidik berhadap agar lebih banyak penelitian akan dilakukan mengenai niat pusing ganti kerja di masa depan yang penting untuk meningkatkan produktiviti dan kepuasan di kalangan pekerja.

Kata kunci: *Kepuasan bekerja, kepenatan bekerja, niat pusing ganti kerja, komitmen organisasi*

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LIST OF ABBREVIATIONS

Abbreviations

A	Affective
C	Continuance
MAHB	Malaysia Airport Holdings Berhad
N	Normative
BT	Burnout
CO	Commitment Organization
DP	Depersonalization
EE	Emotional Exhaustion
JS	Job Satisfaction
PA	Personal Accomplishment
TI	Turnover Intention



CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study aims to seek the relationship between job satisfactions, burnout, organizational commitment and turnover intention among Malaysia Airports Holding Berhad (MAHB) Corporate Office employees. This part consists of six sections comprising of the background of the study, problem statement, research objectives, scope of study, the importance of the study and the conclusion. All of the subtopic discussed well in this chapter to ensure the research could be carried out well.

1.2 Background of the Study

Malaysia Airports is one of the world's biggest airport operator groups which manages and controls 39 airports in Malaysia including global, national and brief take-off and landing terminals or known as STOL. The mission of Malaysia Airports Holdings Berhad is to administer, run and maintain its terminals in an effective, safe and secure direction ensuring smooth operations that meet the expectations of the passengers.

Workplace diversity is also critical for workers, as it expresses itself in building the company's great image, contributing to improved productivity and job opportunity. A dynamic workforce offers greater access to workers with different cultures and backgrounds and allows its staff the ability to learn with fellow employees whose job styles and attitudes that vary from their own. At Malaysia Airports, they believe

in empowering women and have taken measures to resolve problems in society such as social expectations and attitudes as well as to implement inclusive policies that foster gender equality.

The responsibility of Malaysia Airports Holdings Berhad is to have equal opportunity and they do not discriminate against class, age, ethnicity and physical disabilities. Malaysian or Malaysian permanent residents make up 100 per cent of Malaysia Airports senior management staff in Malaysia.

Employees	Full Time					Part Time		Trainee		
	Permanent		Contract		Total					Grand Total
	F	M	F	M		F	M	F	M	
Senior Management			1	5	6					6
Management	118	230	10	26	384					384
Executive	385	620	1	9	1,015				3	1,018
Non-Executive	2,551	5,109	158	150	7,968	11	16	87	178	8,260
	3,054	5,959	170	190	9,373	11	16	87	181	9,668

Figures 1.1
Number of MAHB employees (Malaysia Airports Report, 2018)

For the year 2018, turnover was 7.5 per cent, with 729 employees losing their jobs. It was due primarily to the termination of terms for the workers. The average retention rate of the company is 92.5 per cent which represents long-term workplace satisfaction. The recruiting and retaining of skilled workers is vital to every business success and development. Strong leadership, engagement and acknowledgement are important when it comes to retaining workers.

Turnover	Below 30		31 - 50 yrs		Above 50		Grand Total
Level of Position	F	M	F	M	F	M	
Senior Management						2	2
Management			7	19	3	11	40
Executive	11	10	11	22	5	12	71
Non-Executive	170	202	25	89	30	100	616
Grand Total	181	212	43	130	38	125	729

Figures 1.2
Number of Employee Turnover of MAHB (Malaysia Airports, 2018)

The aviation sector is seen as a chosen mode of transport because it is the cheapest mode of travel and therefore generates a huge chunk of income for the economy. Asia is one of the regions where many people use air travel to fly abroad for the first time and therefore the aviation industry has more potential to produce more profits and employment for the region. Aviation industry puts together individuals such as families, friends and business associates. It also offers a forum where people come together and exchange ideas. It has made travel so fast and portable that travelers will arrive within 24 hours of their destination. And it's turned our giant planet into a small world full of fantastic opportunities.

There is already intense rivalry in the aviation sector, with various carriers providing attractive pricing and discount deals on the same routes. Gazaar (2015) also discusses this issue, where intense market competition has led Australian airlines to fly unsustainable routes which ultimately required redesign. It has been argued that one of the crucial problems airline carriers face is their failure to maintain qualified workers (Rajesh, 2012), and there is a tendency for the current professional workforce to migrate out of the sector due to a loss of skills.

Airlines primarily need to attract pleased staffs to fulfill core competencies and build a strategic edge over competing airlines. Airlines are business organizations, and staff within such an entity play an integral role in defining and meeting customer needs. According to Ahmad et al. (2012), it is crucial that airlines ensure that workers are satisfied within their current job positions to improve the efficiency of customer service as well as to ensure continuous quality control.

1.3 Problem Statement

One of the serious problems faced by the organization is the turnover intention. Turnover intention is individual's desire with full consciousness to leave the organization where these individuals work (Robbins & Judge, 2013). According to Yucel (2012), job satisfaction, burnout, and organizational commitment are among the most researched trendy subjects in job-related behavior research. This issue is critical in the knowledge-based sectors as they are involved in the business sector, for example in the aviation industry. Having good concerns about the job satisfaction, burnout and organizational commitment of employees is of great importance. This study was specifically focused on the employees of Malaysia Airports Holdings Berhad Corporate Office (MAHB).

Since 1992, Malaysia Airports Holdings Berhad has been conducting its establishment as a principal airport operator in what is known as Malaysia Airports Berhad. Ever after it was the leading provider of Asian Airports to go global. The impressive enterprise has currently become one of the world's leading airport operator companies, operating 39 airports throughout its homeland, Malaysia.

MAHB released its five-year business strategy called 'Runway to Success 2020' (RtS2020), driven by its 2016 dream of being 'The World Leader in Developing Airports Cities.' Business strategy RtS2020 aimed at meeting MAHB's corporate priorities and dream for the future by building a profitable enterprise capable of generating economic development across the globe. In fact, the program helps them to leverage on potential prospects by having a solid financial framework to insure that the company will grow effectively and enable more long-term investments (Malaysia Airports RtS2020).

Due to inadequate baggage handlers at Malaysia Airports, the aforementioned organization faced a problem on 18 March 2017 (The Sun, 2018). It has caused about 40 to 50 morning flights to be postponed. This situation had a negative impact on the reputation of Malaysia Airports Holdings Berhad and raised customer frustration with the airport service.

Due to the issue, on 5th April 2018, Deputy Transport Minister Abdul Aziz, take progressive actions by talking with Immigration Departments regarding recruiting foreign workers services to address the problem of both KLIA and KLIA2 manpower problem. For recruit foreign workers, immigration officers have their own set of regulations where 80% of the workers must be local while the other 20% could be foreigners. "However, the problem of manpower is in critical situation as just a few numbers of local people want to work at the airport because local workers totally different with foreign workers as they are too choosy in work.

On 21st June 2018, according to the article in Daily Express Sabah, it stated that the number of cleaners of Malaysia Airports Holdings Berhad has been increased

to 43 instead of 38. In addition, Sabah Immigration Director Musa Sulaiman also addressed the issue of manpower problem which takes a long time to settle it down. Referring to a Nigeria E-News punchng.com, the main issue in aviation industry is lacking adequate skilled manpower. Cronin (2016) in his research stated that skilled manpower is crucial in this industry as they plays a significant role to ensure the safety and security of an airport and its user. Thus, it required proper solution to resolve the issue regarding the manpower by evaluating the factors which influence employees' turnover intentions in MAHB.

One of the companies responsible for running all 38 airports is Malaysia Airports Holding Berhad (MAHB) and Stol-ports in Malaysia. By having RtS2020, MAHB is heading towards becoming the international aviation organization in building airports cities. Besides that, MAHB play important role to ensure the staffs retain in their own position and role as the staffs are the main reason for MAHB success. For certain cases thought, no matter how good the company treats and serves their employees, they prefer to leave the business regardless of the superior deal or else because employee turnover intention issue is a normal phenomenon.

Referring to Mudor & Tooksoon (2011), there are many reasons causing the employees to jump from one job to another as they have better opportunities which are related to their satisfaction, level of stress and level of dedication that significantly impacts employee productivity. Increment of turnover intention in MAHB, has caused MAHB losses its performing talents and they need to invest more money and budget to train the new talents to replace the former talents who leaves the company. MAHB needs to spend a huge amount of money and time to

train and teach new talents in order to understand and make them familiar with the new organizational and environment.

According to Singapore Airlines (2013) Annual Study, it has invested significantly on staff recruitment, assuming that the money invested on intensive training would be lost if employee attrition rises due to job dissatisfaction. The research is also significant, since as the business discusses variables that lead to employee satisfaction, burnout and corporate responsibilities continue to improve by decreasing workforce morale and reducing labor-related costs. In fact, study highlights the need for the organization to recognize and communicate project results in a way that offers workers a different outlook when doing their job tasks.

As stated in several studies (Fitriany et al., 2011; Mahdi et al., 2012; Sutanto & Gunawan, 2013; Saeed et al., 2014), there are several factors to why a worker tends to leave his or her organization or has the intention to do so. Thus, this current research is carried out to assess the primary causes and factors that lead to the intention of employee turnover, notably for the aviation sector.

1.4 Research Objectives

The purposes of the research are:

- a. To analyse the significant relationship between job satisfaction and turnover intention among MAHB Corporate Office employees.
- b. To analyse the significant relationship between burnout and turnover intention among MAHB Corporate Office employees.
- c. To analyse the significant relationship between organizational commitment and turnover intention among MAHB Corporate Office employees.
- d. To analyse the influence of job satisfaction, burnout, organizational commitment on turnover intention among MAHB Corporate Office employees.

1.5 Research Questions

This thesis is carried out to clarify the following questions in the research:

- a. Does job satisfaction have relationship with turnover intention among MAHB Corporate Office employees?
- b. Does burnout have relationship with turnover intention among MAHB Corporate Office employees?
- c. Does organizational commitment have relationship with turnover intention among MAHB Corporate Office employees?
- d. Do job satisfaction, burnout, and organizational commitment have influence on turnover intention among MAHB Corporate Office employees?

1.6 Scope of Research

The aim of this thesis is to obtain data for those working in the Malaysia Airports Holdings Berhad (MAHB) Corporate Office regarding correlation between job satisfaction, burnout and turnover plan. It looks directly into job satisfaction, burnout and organizational commitment that influences MAHB Corporate Office employees' turnover plan. The researchers use questionnaire to implement quantitative study with implementing questionnaire method. The outcomes from the respondents' feedback is used by the researchers as the primary data to determine the factors which influence MAHB Corporate Office employees' turnover intention. The duration in completing this study takes 11 months to be successfully completed.

Hence, MAHB management have to take further action to ensure the issue regarding employee turnover intention could be resolved by developing new strategies and policies cooperate with human resources department to increase their loyalty towards the current organization.

1.7 Significance of the Study

This research is undertaken to assess employees' job satisfaction in their company as it has a significant impact on the turnover intention of employees employed in various divisions within the company. It is crucial for never-ending success in terms of the organizational performance of MAHB when examining the factors and conditions related to the employee. The findings gathered will make a significant

impact to the organization in improving its present work due to the low level of satisfaction amongst its workers.

Thus, in order to minimize the amount of redundancy intentions among workers, company management with the help of HR practitioners will come up with a superior strategy to heighten the number of percentage of roles' fulfillment of their employees in order to build a productive partnership between these variables. It is also anticipated that this work would offer enough information to the practitioners engaged in monitoring and assessing the performance of workers inside the company itself, while at the same time ensuring the maximum degree of workplace satisfaction. This study would detail how the top management will boost workplace retention and could be of benefit to executives with the intention to cut down on the number of company's workers' turnover. In addition, this work often acts as a guidance for the organization to determine the effect of employee happiness on decision-making, especially when coping with issues relating to resignation and retirement.

1.8 Definition of Key Terms

In this analysis the following concepts of terms are used as follows:

- i. Job satisfaction is characterized as the correspondence between the expectations and the gains of an employee from their institutions and is expressed via professional attitudes, beliefs, knowledge, behaviors, and assessments (Alam & Mohammad, 2010)
- ii. Burnout is defined as the feeling of emotional exhaustion, cynicism, and reduced personal accomplishment (Lu et al., 2015). Burnout is considered to be one of the influencing factors of turnover intention (Van der Heijden, Brown, & Xu, 2019)
- iii. Organizational commitment refers to the recognition and allegiance to an organization and its goals (Xiao & Chen, 2007) which have been described as the equivalent intensity of an individual's affiliation with and participation in a specific organization. Organizational commitments have important predictive effects on employee behavior, such as turnover intention and job performance (Wang et al., 2012; Wong & Spence, 2015).
- iv. Turnover brings the sense of terminating the membership of an employee within an organization, as described in Gomez-Mejia (2011). The turnover of workers is known as voluntary and involuntary turnover.

1.9 Organization of the Thesis

Thesis is an academic documentation work to show the scrutiny aspect and knowledge expansion in writing field. This thesis contains five chapters in total. Chapter 1 comprised of background of the study, problem statement, research question, research objectives, significance of the study, scope and limitation of the study and organization of the thesis.

Chapter 2 is the literature review and it discusses the job satisfaction, burnout, organizational commitment and turnover intention. It also briefs about the relationship between one components to another in relation to aviation industry. Theoretical framework of this study is discussed at the end of this chapter.

Subsequently, Chapter 3 untangles the research methodology section which encompasses research framework, hypotheses, research design, and operational definitional, measurement of variables, data collection procedures and techniques of data analysis. In additional, the chapter analyzes data collection surveys and also explains the respondents and the sample selection used for the survey.

Meanwhile, Chapter 4 elaborates about the data analysis and research findings where it focuses more on survey data that is collection and presented in figures and tables.

Finally, Chapter 5 discusses the conclusion and recommendations for future researches.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Selection portion of thesis includes analysis of previous literature by previous researchers focused on issues related to job satisfaction and burnout, organizational commitment and turnover intention. In this study, various references from existing literature were used to assess the relationship between independent variables (job satisfaction, burnout, and organizational commitment) and the dependent variables (turnover intention).

2.2 Turnover Intention

One of the serious problems faced by the organization is the turnover intention. The high percentage of employee turnover intention will be a problem to the organization. This condition causes complaints both from clients and managers because the works, should then, be performed by new employees are lack of experiences. The high turnover intention in the organization causes more potential costs to be incurred by the organization. The fee covers the training cost that has been invested in the employees and the recruiting and retraining cost (Zhang, 2016). If an individual leaves an organization and their place is then replaced by the company, this whole process can then be referred to as turnover, because a turnover goal is then used to determine whether an organization's workers intend to quit the current role or whether the company wishes to remove any individual from the current position, and this can be either spontaneous or accidental.

Medina (2012) is of the opinion that turnover intention is the employee's concern as to whether or not he or she will leave the current organization and seek to find better job opportunities within a certain time frame.

According to Issa (2013) in his paper suggests that, turnover intention is best described to be situation where a staff has started to think of voluntary quitting his job and this will eventually affect his work performance as well as his position in the organization. Next, Delle (2013) described turnover intention as the voice in the employees' head that keeps on suggesting that the company is not suitable for them and their current work is not what they are looking for. However, this voice might be reduced and will also directly reduce the turnover intention as the employees might have taken other factors that could influence his or her decision. Delle (2013) also stated that the actual turnover of an organization could negatively impact the current employees of the organization.

Termination of employees by the employer or organization can be known as the involuntary turnover and if the termination process is initiated by the employee, then this is known as the voluntary turnover (Greyling & Stanz, 2010; Hom, Mitchell, Lee, & Griffeth, 2012).

Involuntary turnover occurs when employees are told by the employers to leave the organization while voluntary turnover, or is better known as quitting is the situation where employees decided to leave the organization on their own.

Feeley, Moon, Kozey, and Slowe (2010) stated that a push-pull concept is the best way to describe voluntary turnover. The pushing occurs when the organizational factors are deemed as unsatisfactory for the employees and the pulling occurs when the employees have found a better offer or opportunities from other organizations.

Turnover intention is considered as a problem as it would bring negative consequences towards the organization, where it involved more of their time and cost in order to find, recruit and train new employees to truly fit with their position in the organization (Nowak, Holmes, & Murrow, 2010; Park & Shaw, 2013).

2.3 Job Satisfaction

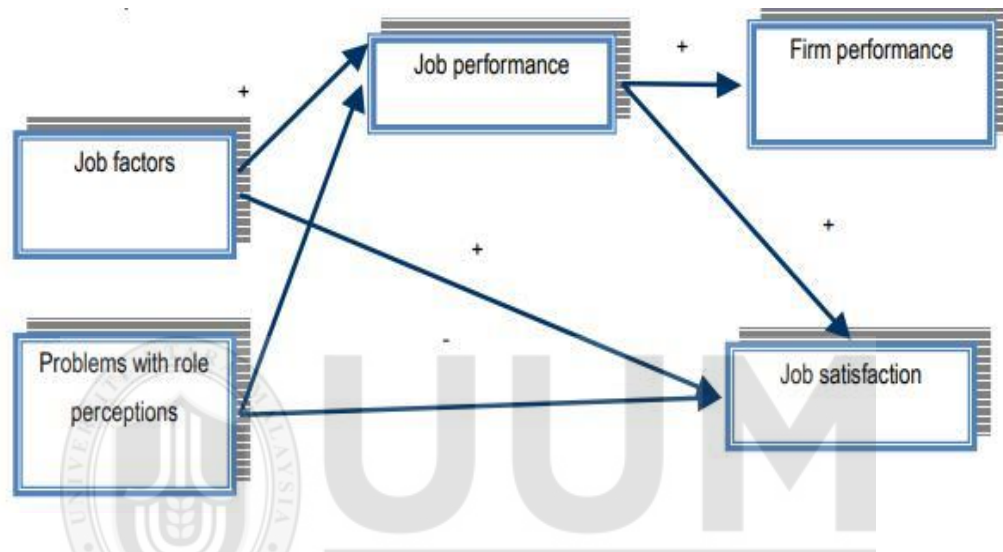
Job satisfaction on the job and worker productivity is a feeling of accomplishment. This will be commonly seen as being directly linked to profitability as well as personal health. Job satisfaction means someone enjoys doing a job, doing it well and being praised for the effort. Job satisfaction also means enjoyment and joy of one's employment. "Job satisfaction is someone's feeling about his job whether positive or negative. Employee perceptions about whether they enjoy the job or not, is created from their experiences. If employees are satisfied with the various dimensions of the job they will not look for another job. It can be said the job satisfaction is strongly associated with the turnover intention." (Saeed et al., 2014). The phrase 'job satisfactions' applies to either the people's attitude or emotions regarding certain jobs. "Workplace satisfaction is demonstrated by positive and productive behavior against the work environment. Being not positive and poor attitudes of jobs suggest dissatisfaction in the workplace" as mentioned by Saeed

in his paper. Job satisfaction is a selection of the people's emotions and values concerning the current work. Humans' job satisfaction rates can vary from extreme fulfilment to moderate dissatisfaction. Besides voicing an opinion concerning the profession overall, people also may have views on specific parts about the employment, including the sort of roles they perform, their bosses and many other related factors. Jobs output is a complicated, dynamic term for different people and can cause confusion. Job satisfaction is usually related to motivation yet what this relationship is about is not clear. Satisfaction doesn't equal motivation. Job satisfaction, by itself, is something of a physical condition. It may be correlated, for example, with a common sense of fulfillment, whether experimentally or empirically. Participants conclude that job satisfaction is a feeling arising from the sense of material and psychological needs the work produces. Job satisfaction could be considered and is among the main drivers when it comes to corporate institutions' productivity and profitability. In reality, its new management paradigm seems to be a very strong indicator for the importance of employee satisfaction in conventional firms, which maintains that workers must be treated and perceived mainly to individual entity with their own aspirations, demands and preferences. The notion that a contented employee is a happy staff member as well as an unhappy worker is a poor workforce when assessing work life balance. Job satisfaction can be defined as the sense of achieving success along with the specific task or job satisfaction can affect the employees' turnover intention. Higher job satisfaction produces a lower turnover expectation, and higher turnover expectation results in lower job satisfaction. And one of the metrics that can help determine the worker's

performance is job satisfaction. If the employee is satisfied with his job, he assesses their work more positively. This condition will decrease the turnover intentions. However, if the employee was not satisfied with his job, the opposite situation will occur and turnover intention will increase (Fitriany et al., 2011). Research conducted by Saeed et al. (2014) found that a job satisfaction had a negative effect on turnover intentions (Fitriany et al., 2011).

Especially when considering numerous detrimental effects of work frustration such as an absence in dedication, excessive poor academic performance, escalated number of complaints the value of job satisfaction floats to the top. Bang et al., (2011) said: “Names three major job satisfaction characteristics. First, the organisation must be governed by human values.” These organizations should always be accountable to providing staff equally as well as with respect. The job satisfaction evaluation can serve as a good indicator of employee productivity for these circumstances. High rates of job satisfaction may be an indicator of good mental and psychological wellbeing of the worker. “In addition, worker behavior based on their degree of job satisfaction may have an effect on the company's working and business activities.” By this it can be concluded that job satisfaction will result in positive behavior, and vice versa that job dissatisfaction will result in negative actions of the employees. Distinct fulfillment rates can be defined in various institutional divisions through job satisfaction analysis, which can in turn represent as a good sign of which organizational unit changes may be done that will boost performance.

Christen, Iyer and Soberman (2006) provide a job satisfaction model presented in Figure 2.1 which includes the elements; (i) job related factors; (ii) position perceptions; (iii) job performance; (iv) firm performance;



Figures 2.1
Christen, Iyer and Soberman Model of Job Satisfaction (Christen et. al., 2006)

2.4 Burnout

Much of the burnout study was based upon Maslach and Jackson's original work (Maslach, 1993). Burnout has been associated with numerous mental, physical, cognitive, interpersonal, and behavioral dysfunctions (Lu et al., 2017). Burnout can be categorized into three types of symptoms according to Maslach, namely mental fatigue, depersonalization, and decreased personal achievement. Nonetheless, mental fatigue has proven the best predictor in the last decade (one of the influencing factors of turnover intention (Brown & Xu, 2019). So, in the present study, only emotional exhaustion presented.

Some of the psychological effects of big stress are work burnout, which indicates the fatigue status. “This problem is followed by being pessimistic about other people's values, and losing the sense of value. The psychological weakness is a great level for stress and work injuries for any worker, and prevention in workplace burnout is still under the attention as the main national health care issue. In 1974, Freudenberger applied a term “burnout” and illustrate a state of physically and emotionally exhaustion amongst skilled professionals working on substance addiction endeavors. He alluded to the discovery that people were with particular idealistic drive run the risk of emotional drainage. We are behaving in this way due to their emotional dedication to their job, which is also characterized by cherishing unrealistic expectations” (Laschinger, 2012).

Maslach and Jackson (1981) revamped burnout and developed a commonly agreed burnout model and described burnout as psychological fatigue, enhanced hypersensitivity and diminished individual success' feelings (Lu et al., 2017).

Employment burnout represents mental fatigue, loss of ambition, physical impairment, psychological problems, elevated alcohol and opioids, pessimism, anger, dissatisfaction and a lack of professional success (Liu et al., 2019).

The symptoms of job burnout are physical and emotional fatigue, which involves being depressed about the work, resigning and getting negative feelings about clients and customers. In other words, this condition is linked to body disorders, psychological wellbeing, and work performance factors, such as work in satisfaction, absenteeism, and effectiveness (Kounenou, Koumoundourou, & Makri-Botsari, 2010). Job burnout causes the employees emotional outlets to dwindle. It is estimated today that about 3 to 7 per cent of the world's working population is suffering from job burnout. Job burnout is known as a specific work-related illness that occurs in service provider employment due to pressures related to work place. Because of this fatigue of body and emotion is generated in the staff. There are three dimensions of this disease which include emotional fatigue, depersonalization and lack of individual achievement (Iglesias, Vallejo & Fuentes 2010).

In investigating the burnout problem, it is found that the burnout is indeed the consequence of continuing to work, which by taking some rest may gradually disappear. There are a lot of the signs of burnout disease at work and we cannot confuse this form of burnout with ordinary and temporary fatigue. The disease is like an inner feeling of tiredness and anxiety which has some effects on the emotional and physical aspects of the individuals employed. Eventually, it induces a decline in mental and psychological wellbeing and decreases ability (Wong & Spence, 2015).

While researchers have been working for three decades on job burnout, there are still some doubts on that. For example, some of them identify job burnout by accident as a sort of stress or depression, while others identify job stress as an overpressure that is placed on individuals as they work. Practically, career burnout is a personal reaction to work stress patterns. Depression is also different in this form of exhaustion, because job depression is linked to work, whereas depression alone affects all aspects of personal life (Swider & Zimmerman, 2010).

2.5 Organizational Commitment

This research also explores the dedication of the company that helps assess the degree of employee turnover intention. Organizational commitment is defined as the personal connection of workers to the organisation, and also their participation well into the company. Organizational commitment can be assessed by evaluating the congruence between an individual's values and organizational principles in order to determine the engagement and motivation of the workforce to organizational goals (Joo & Read, 2012). In addition, organizational commitment can also be seen through the behavior and performance of employees with their current employers, where their level of engagement can be split into low, staying the same or high (Olawale, 2016).

To ensure that the status of the organizational commitment is within the acceptable standard, the company needs to express its concern about the rights and wellbeing of its employees (Anis et al., 2011). Based on previous researchers' results, it can be shown that workers with longer experience have had a more positive effect on the organisation's commitment. The employees experience in terms of their cooperation

with the co-workers will create a positive impact for the organizational commitment (Anis et al., 2011). Every institution or company may have a possibility of reaching the peak of their efficient in term of executing their roles especially during a certain period whereby the workforce has been done full-force with the organizational commitments.

2.6 Relationships between variables

2.6.1 Relationship between Job Satisfaction and Turnover Intention

To investigate the connection between job satisfaction and turnover plan, only several analyses were undertaken and one of them is by Randhawa in 2017. Randhawa (2017) recorded a very significant and unpleasant correlation in the employment-life balance and the profitability goal. Therefore, it can be assumed that employees' departure intention is greatly affected by their satisfaction or frustration at the job. Although there are several factors that may lead workers to quit their current organization, Job satisfaction is amongst the most critical factors to their decision to create a change (Yücel, 2012). Kim and Jogaratnam (2010) further proposed that a staff's decision to either continue or leave the firm is determined by job satisfaction. Chen, Ployhart, Thomas, Anderson, and Bliese (2011) further support this where their results show a major driver of employee turnover intention is job satisfaction itself.

Centered on research on employees in the private sector in Petaling, Selangor (Malaysia), aimed at studying organizational commitment, job satisfaction, burnout and turnover plan, the study showed a detrimental or opposite connection among job satisfaction and turnover plan.

A research by Ryan et al. (2010) on the intention of the workers to quit a job among Malaysian workers who serve for innovative field also cited issues such as peer groups and job stress. The study revealed that 20% of the participants frequently thinking of quitting and leaving their job while another 20% believed that they are committed and wanted to stay within the organization. From further analysis done by the researchers, it was found that those with a higher intention to quit have been influenced by their friends, besides being stressed out with their job and having a job burnout (Ryan et al., 2010). Hence, it can be shown that work tension or burnout feeling is always a crucial aspect that might impact the workers' job satisfaction. This is further confirmed by Kabungaidze, Mahlatshana, and Ngirande (2013), where 300 teachers have been examined about the connection between job satisfaction and turnover expectation and the results further revealed why a high job satisfaction would actually improve the expectation for turnover.

A research carried out by Ali (2019) on factors influencing job satisfaction and attrition levels of academic workers or private college lecturers in Pakistan has also identified a negative association between job satisfaction and unemployment plan.

Of course greater job happiness will avoid the aim of turnover or the real turnover itself. A study undertaken by Aydogdu and Asikgil (2011) showed that there is a detrimental association between job satisfaction and turnover, and employee happiness needs to be understood to make sure that it is accurately determined the employee turnover aim.

Moreover, one study performed under Tnay (2013) also found that lower pay and supervisory assistance will also have a detrimental impact on the purpose of employee turnover. Some hypotheses should be explored in order to better explain the issue of job satisfaction;

i. Herzberg Two Factor Theory- This hypothesis notes that there are a few causes that that influence work fulfillment and frustration, and that a psychologist named Frederick Herzberg is growing. Herzbeg claimed that a lower order of needs such as minimum wage rates are not the main cause of employee satisfaction as workers would rather enjoy a higher level that could boost their psychological needs such as appreciation, accomplishment, development, obligation and the essence of their jobs. In addition, this theory, also known as motivation-hygiene theory, can be used as a credible tool for organizations who wanted to evaluate the factors affecting their employees' job satisfaction and their turnover rate (Smith & Shields, 2013).

ii. Social Exchange theory- Social exchange theory is best described to be called psychological and sociological concept as it focuses on the two parties' interaction and their social behaviour. This theory determines benefits and risks by implementing a cost-benefit analysis and it only focuses on economic relationships between the two parties (Roeckelein, 2018). Social exchange theory also involves calculations regarding friendships, romantic relationships professional relationship and other simple or basic relationship (Mcray, 2015).

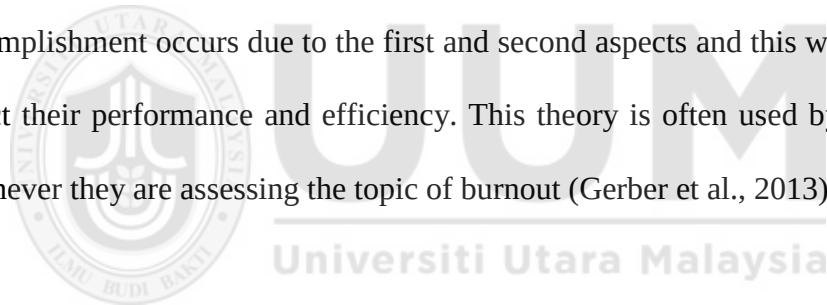
iii. Vroom's Expectancy theory- Vroom (1964) stated that his focus is more on the outcomes rather than needs and his expectancy theory involves four concepts which are force, valence, expectancy and instrumentality. Based on Maslow's work, Vroom developed his theory by stating that decisions made by individuals regarding their work are usually done based on their perception of their own ability, whether they can perform any given tasks successfully and receive their reward. The intensity of individuals' performance is based on the intensity of their own expectation of the performance which will then be translated into a more definite outcome in the near future. Vroom also stated that if individuals need to choose alternatives with very vague or uncertain outcomes, then they will be easily affected by their own preferences and perception of the outcomes.

iv. Freudenberger's Burnout Theory- Herbert J. Freudenberger is a psychologist who has developed the Freudenberger's Burnout Theory in the early 1970s (Moreno et al., 2010). Freudenberger believed that burnout can be seen through physical indications, such as fatigue and exhaustion, headache, inability to sleep and behavioural signs include negative emotions shown by individuals such as constantly and easily irritated, crying, anger and other negative emotions that are not suitable for workplace conditions. Burnout usually occurs to employees who are truly committed and dedicated to the organizations as they are willing to work until their body has reached the exhaustion level (Freudenberger, 1974).

v. Cherniss's Burnout Theory- According to Cherniss (1980), burnout is a situation where behaviours and attitude are going through negative changes and this is due to the stressful job nature and usually develops for a long period of time, mostly a year. Cherniss (1980) and Freudenberg (1974) agreed that burnout typically occurs for employees who are truly committed and usually, when they have arrived at this state, they will get headache, stomach cramps or cold easily.

vi. Edelwich and Brodsky's Burnout Theory- Edelwich and Brodsky (1980) have proposed their own theory of burnout as a 5-stage system based on interview and observation. The five stages are enthusiasm, stagnation, frustration, apathy and intervention. The first stage is enthusiasm where the individual is excited, enthusiastic and has high hopes and expectation about his/her new job. The next stage is stagnation. In this stage, individuals started to realise the reality of the job and thus, the level of enthusiasm will be dropped, and they started to focus on meeting their personal needs. Frustration is the next stage where, individuals has become less satisfied with their job and begins to question the value of the job. The fourth stage is apathy. In this stage the individual has no more enthusiasm and started to feel frustrated because he or she needs the job to survive. Thus, he or she begins to perform the minimal duties that are required. Last but not least, the final stage after all four stages is intervention.

vii. Maslach Burnout Theory- Maslach and Jackson (1980) defined burnout into three categories which are cognitive fatigue, depersonalization, and personal achievement reduction. Leiter and Maslach (1988) stated that all three categories bring their own definition. For the first aspect, emotional exhaustion typically occurs when excessive stress is felt individuals in their personal or working life. They will start to be drained in terms of emotions, getting overwhelmed and feeling fatigue very easily. Most individuals would not realize that they are in the first state of burnout as the first state will usually take up until a year. The second aspect of burnout, which is depersonalization, is the state where individuals started to have negative feelings towards others and the third aspect, reduced personal accomplishment occurs due to the first and second aspects and this will eventually affect their performance and efficiency. This theory is often used by researchers whenever they are assessing the topic of burnout (Gerber et al., 2013).



2.6.2 Relationship between Burnout and Turnover Intention

Employees are considered as most crucial assets of the organization but nowadays employees are often burdened with the most unreasonable volume of work to perform. Organization continues to concentrate on benefit rather than wellbeing of workers which may be the explanation for the propensity to burnout and turnover intention (Arshad and Puteh, 2015).

Freudenberger (1974) stated that burnout is a term that is commonly used by the health care providers and they are also the ones who are commonly exposed to burnout as the nature of their work is hectic and stressful (Du Plessis, Visagie, & Mji, 2014). Some of the key points of the syndrome of burnout are cynicism, overwhelmed with exhaustion and lack of achievement (Leiter & Maslach, 2009). However, nowadays, burnout is not typical among health care providers anymore as it has now been common in other professions. Based on a survey done by Narainsamy and Van Der Westhuizen (2013), it has been proved that work-related well-being and burnout are negatively correlated. A study done by Gulcan in 2015 also found that the most basic and significant criteria of burnout are decision-making power, social support and psychological demands. Kobanoglu and Uygungil (2017) findings has also revealed that emotional exhaustion usually occurs due to their turnover intention. The most recent survey on burnout, which were done by Shatnawi and Santoso et al. in 2018 have also revealed that burnout has good results on the decision of the staff to leaving the company.

2.6.3 Relationship between Organizational Commitment and Turnover Intention

For the management sector that handles workers in the company, it is assumed that the employees' organizational commitment and turnover intention are regarded as important issues; hence, organizations need to pay a greater attention towards this issue. Some researchers conclude that the most critical predictor of employee turnover is organizational commitment, regardless of the sectors in which they are based (Galletta, Portoghese & Battistelli, 2011). Involvement in making studies which regards to organizational commitment has steadily increased over the last three decades and these current literatures have provided variety of meanings on the topic of organizational commitment, as mentioned by Auror in her study (2012).

By gathering their information from more than 250 staff from six local separate banks in 2011, it is noticed that a negative association between the employees' organizational commitment and turnover rate (Raja, 2011). A research performed under Galletta (2011), though, shows a different finding because it suggests a supportive partnership.

Faloye did a study in the year 2014 that further observed on more than 130 paramilitary organizations in Nigeria, looking into the association among three facets of affective, substantive and ongoing organizational interaction and the intent of turnover. The results indicated a positive connection between ongoing engagement, emotional commitment, and turnover intention; although the relationship is quite small, it revealed that there is no strong bond between normative participation turnover intentions.

In a study done by Ahmed and Nawaz (2015) on 390 Pakistan International Airlines employees have been found to have a negative and important relationship between the organizational contribution and the turnover rate of the employees. Based on the study's regression analysis, it can also be shown that a greater organizational commitment would produce a lower intention for turnover because workers with a higher degree of organizational commitment are typically more reluctant to leave the company. Policymakers and practitioners will learn how to minimize the likelihood of employee turnover and increase the organizational commitment of employees from the results of this report, as the results are very current and recent. Blau and Boal conducted a report on a group of insurance workers in 1987, and found that employees with a higher degree of dedication to their jobs would often have lower turnover and lower absenteeism as well. Cheng and Liou (2011) also claimed that when workers were respected by employers or managers, they would have a higher degree of engagement, a stronger understanding of their own responsibilities, greater participation in the organisation, and would be even more creative. This can be seen, therefore, that workers who feel valued would result in a lower intention to make turnover.

2.7 Theoretical Framework

The theoretical framework is used in this research to examine and evaluate the relationship between four variables, namely job satisfaction, burnout, organizational commitment and turnover intention among employees working at the Malaysia Airports Holdings Berhad. Figure 2.2 explains more about the theoretical framework. The three independent variables in this analysis are work satisfaction, burnout and organizational commitment, and the study's dependent variable is turnover plan.

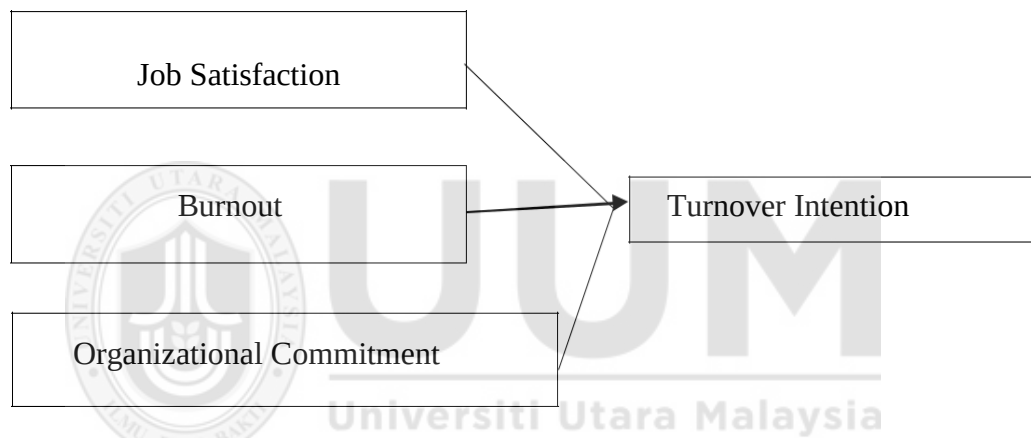


Figure 2.2
Theoretical Framework

2.8 Research Hypotheses

The following are the hypotheses tested in this research:

H1 - There is a correlation between job satisfaction and turnover intention

H2 - There is a correlation between burnout and turnover intention

H3 - There is a correlation between organizational commitment and turnover intention

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The aim of this study is to explore the connection among Malaysia Airports Holdings Berhad employees between job satisfaction, burnout and organizational commitment to turnover plan. Chapter 1 provides summary of this research study as well as the reasons as to why this particular study is relevant and why more research is required on this issue. Chapter 2 offered a study of the literature related to job satisfaction, burnout, organizational commitment and turnover intention. The following topics are discussed in Chapter 3: the study design, its ability to answer study concerns, the sample and environment, the participants, data collection techniques, data collection tools, data analysis methods, and ethical considerations.

The work is being conducted to study the factors influencing employee turnover intention at Malaysia Airports Holdings Berhad (MAHB). Factors like job satisfaction, burnout, dedication to company used to research turnover intention. In terms of turnover goal, there are numerous studies performed, but there is no study explicitly focused on the aviation market.

A descriptive survey method consisting of a questionnaire is used to study the employee's job satisfaction, burnout, organizational commitment and turnover intention. The relation between the IV and the DV can be determined via this survey process.

3.2 Research Design

3.2.1 Type of Research

This is a quantitative approach research where employees in MAHB Corporate Office are given a set of questionnaires to answer. This is to ensure that the research is valid and can be proven by data and statistical analysis. From the statistical data obtained and analyzed using the Statistics Kit for Social Science or SPSS, all results and conclusion of the research are completely used. Creswell (1994) described quantitative research in a very concise way as a form of research that is explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics). Quantitative Analysis uses observable data to formulate evidence in study and to discover trends. Quantitative methods for collecting data are much more formal than methods for collecting quality data. Quantitative approaches for collecting data include different types of surveys.

The study focuses on the relationship between work satisfaction, burnout, organizational commitment and its impacts on employee turnover intention at MAHB Corporate Office. This study is a correlational kind of study in which two or more variables are calculated together to analyze the relationship between variables (Bordens & Abbott, 2011).

The aim of this analysis in quantitative style research is to determine if there is a relationship between one issue (an independent variable) and another issue (a dependent or outcome variable), and the relationship is evaluated with a number of samples randomly selected from a wider population (Hopkins, 2000).

The aim of this analysis is to determine if there is a relationship between work satisfaction and turnover intention, burnout and turnover intention, organizational commitment and turnover intention and impact of demographic variables on those variables. This research applies the method of finding the relationship between two variables as it is known to be the most efficient design in deducting the association between the variables in the questions, evaluating the intensity and direction of these variables.

This research study used regression analysis. Analysis of regression is used to evaluate the relation between the dependent variable (turnover intention) and the independent variables (job satisfaction, burnout and organizational commitment). “Correlation and regression are commonly used approaches for determining the association and strength of relationships among and between variables” (Crawford, 2006).

3.2.2 Data analysis

3.2.2.1 Primary Data

Primary data is data obtained from the actual site of incidents occurring for study (Sekaran, 2006). The questionnaire is provided as the research instrument for the purpose of this analysis and distributed to employees of the MAHB Corporate Office. The questionnaire consists of 5 parts classified as Section A, Section B, Section C, Section D and Section E. Each section works differently to accomplish the research objectives. That includes employee satisfaction assessment, burnout,

organizational responsibilities and turnover plan. In the following paragraph a detailed description is explored in relation to the questionnaire.

3.2.2.2 Secondary Data

Secondary data, according to Sekaran (2006), is data obtained by someone through established tools such as company documents, publishing, media-offered market research, web publications, etc. By using this form of data, it's less time-consuming, inexpensive, reliable and ready to use like the other experts prepared. The researcher obtained data from internal and external sources of data for that analysis. External sources are magazines, documents and internal sources include the website of the company, financial reports, etc.

3.3 Population and Sampling

3.3.1 Sample Size

The number of sample size comprises of the entire employees of Malaysia Airports Holdings Berhad Corporate Office which currently stands at 800 employees. The number is obtained from the MAHB Human Resource Department. A total of 270 employees was randomly selected using simple random sampling to represent MAHB Corporate Office employees.

Table 3.1
Sample Size Guidelines

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	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
60	52	200	132	460	210	1600	310	10000	373
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	225	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	70	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

“N” is population size, “S” is sample size

3.3.2 Measurement

To ensure that the research is performed accurately and efficiently, the questionnaire item approach is used where the items are generated by evaluating the previous research questions and hypotheses mentioned in the chapter before. The study is done to see if there is any significant relationship between the three independent variables that is job satisfaction, burnout and organizational commitment among employees in the MAHB Corporate Office with the dependent variable turnover intention.

Section B, on the other hand, seeks to measure job satisfaction; Section C seeks to measure burnout; Section D seeks to measure the respondents' organizational commitment. Section E presents turnover intention. For the purpose of this research, the questionnaire that was developed has been adopted and adapted from previous researches done by researchers below:

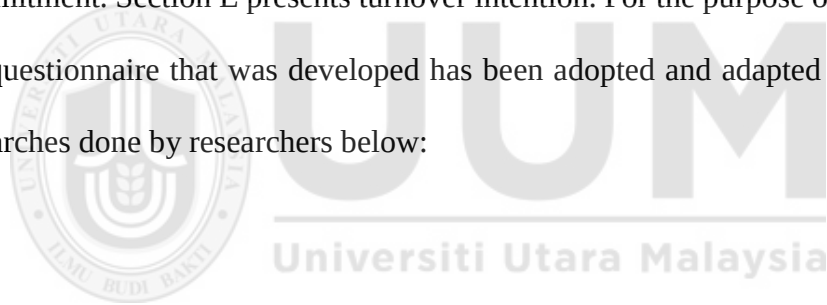


Table 3.2
Sources of Variables

Section	Items	Total No.	Scales	Sources
A	Demographic Information	8		
B	Job Satisfaction	20	Five Point Likert Scale	Parvin and Kabir (2011)
C	Burnout	17	Five Point Likert Scale	Ried, Motcyka, Mobley and Meldrum (2006)
D	Organizational Commitment	24	Five Point Likert Scale	Allen and Meyer (1990)
E	Turnover Intention	11	Five Point Likert Scale	Yurchisin, Park & O'Brien (2010) Ducharme, Knudsen, and Roman, (2007)

The questionnaire is designed to have 5 sections and consists quantitative questions. Section A consists of questions to gather information on the demographics of the respondents such as gender, age, race, marital status, position, length of service in organization.

Section B is job satisfaction 20 items scale which is developed by Parvin and Kabir (2011) are often used to measure Job Satisfaction such as *“I am satisfied with my current job”*, *“I am satisfied with my current pay and benefit.”* Cronbach alpha reliability scale in this study is 0.7 – 0.9.

Section C consists of burnout 17 items scale which is developed by Ried, Motycka, Mobley, et al. (2006) consists of three subscales exhaustion, cynicism, and professional efficacy such as *“I feel burnout from my work”*, *“I feel fatigued when I get up when I get up in the morning and have to face another day on the job.”* Cronbach alpha reliability scale in this study is 0.7 - 0.9.

Section D consists of an organizational commitment scale of 24 items developed by Allen and Meyer (1990) consisting of three subscales of eight items of affective organizational commitment, eight items of organizational commitment and eight items of organizational commitment such as *“I do feel like part of the family at this organization”*, *“it will be very hard for me to leave the organization even if I want to”*, *“I think people these days often move from company to company.”* Alpha reliability scale in this study is 0.7- 0.9.

Last but not least, section E consist of Turnover intention 11 items scale which is adapted from Yurchisin, Park & O'Brien (2010), and Ducharme, Knudsen, and Roman, (2007). For example, *“I often think about leaving the organization”*, *“I do not intend to quit my job”*, and at present, *“I am actively searching for another job in a different organization.”* Alpha reliability scale in this study is 0.7 – 0.9.

3.4 Pilot Test

A pilot study is a miniature size of actual research. It was conducted for this study to establish the specific procedures, materials and parameters to be used later in the actual research (Borden & Abbott, 2011). For this reason, 30 employees of the MAHB Corporate Office as respondents were chosen to participate in the pilot test to test the questionnaire's effectiveness in terms of usability and the respondents' interpretation of the questionnaire. The pilot test is also intended to test the questionnaire's reliability which is used for this analysis. According to Zikmund, Babin, Carr and Griffin (2013), the reliability level of each of the items produced in the questionnaire can be defined by the Alpha (α) value range coefficient, otherwise known as Cronbach Alpha. The results of the Cronbach Alpha reliability test (α) for 30 samples are reported in Table 3.3.

3.5 Reliability of Data

Table 3.3
Data Reliability

Research Variables	Cronbach Alpha (α)	No of Items
Job Satisfaction (JS)	0.956	20
Burnout (BT)	0.916	17
Commitment Organizational (CO)	0.607	24
Turnover Intention (TI)	0.732	10

Reliability of data for the 30 respondents is shown in Table 3.3. It showed that all the factors are appropriate, based on the outcome. Cronbach Alpha is reported as being 0.956 based on job satisfaction. Next the burnout Cronbach Alpha reported is 0.916, the organizational commitment is 0.607 and the turnover target is 0.732. Every questionnaire item is said to be correct, since the Cronbach alpha exceeds 0.6. So, the data in this study can be rated as fair and appropriate for that review.

3.6 Statistical Methods

3.6.1 Descriptive Statistics

Descriptive analysis refers to translating the raw data into a form that will promote their comprehension and interpretation (Zikmund, 2000).

3.6.2 Reliability Analysis

The reliability analysis is used to test accuracy as well as stability. Consistency indicates just how well the elements that define a concept hang as a group together. Cronbach's Alpha determines the internal accuracy or average similarity of items in a survey instrument to gauge its reliability (Cronbach, 1951). Therefore, Cronbach's Alpha (α) was used to evaluate how well the items in a set are connected positively to each other. For this test the accepted coefficient of Alpha-Cronbach is 0.5 and above (Sekaran, et.al, 2001).

3.6.3 Correlation Analysis

This test would like to see the nature, direction and significance of the bivariate relationships of the variables used in the study (the relation of any two variables used in the study). This information will be provided by a matrix of Pearson Correlation r , that is, it will indicate the direction, strength and significance of all interval or ratio variables within the sample in the bivariate relationships. A negative correlation is indicated by the r indicating a positive association between 1.0 and $r -1$.

3.6.4 Regression Analysis

Regression analysis is used to map the temporal antecedents that affect the dependent variable by what is called the Path analysis. Regression analysis examines at the scenario where multiple contingent factors affect a dependent variable concurrently. R square value close one indicates the model suits very well with the tests. More than 0.5 was considered significant though. Beta is a bid to make the regression coefficient more comparable. The variance analysis table (ANOVA) offers explanations of the variability described by the regression model as being in contrast to the unexplained variability.



CHAPTER 4

RESULT AND DISCUSSION

4.1 Introduction

This chapter clarified the results that were obtained based on the respondent's demographic and then discussed the factors that affect the purpose of the turnover. In addition, the research also identified the relationship between work satisfaction, burnout and organizational commitment and employee turnover intention. The descriptive analysis and inferential statistics are used for each research issue mentioned in the discussion sections. All collected data were analyzed using the Social Sciences Statistical Software (SPSS), version 25 for Windows.

4.2 The Demographic Profile of Respondents

The respondent selected from among MAHB Corporate Office employees to examine the respondents' demographic profile such as gender, age, ethnicity, religion, marital status, role and length of service in the Organization consisted of 270 respondents. Table 4.1 shows how population profile is distributed. Gender-based respondents consist of 152 respondents or 56.3 percent are male participants in this study and a total of 118 or 43.7 percent are female participants. This indicates male respondent is higher than female respondent.

The age group shows 10 respondents or 3.7% between the ages of less than 25 years, 73 respondents or 27% between the ages of 26 and 30 years, 96 respondents or 35.6% between the ages of 31 and 35, 43 respondents or 15.9% between the ages of 36 and 40, 21 respondents or 7.8% between the ages of 41 and 45 and 27 respondents

or 10% between the ages of 46. It depicted the highest respondents being between 31 and 35 years and the lowest being under 25 years. With regard to ethnicity, there are 214 respondents, or 79.3 percent are Malay, followed by 14 or 5.2 percent are Chinese. Indian respondents are 27 and 10%, while other ethnic respondents are 15 or 5.6%. Based on the finding it revealed that Malay is the largest number of respondents and Chinese is the lowest. The religion showed 216 respondents or 80% are Muslim, 4 respondents or 1.5% is Buddhism, 24 respondents or 8.9% are Christianity and 26 respondents or 9.6% are Hinduism. According to the result, the highest respondents are Muslim and the lowest are Buddhism. Then the marital status showed 68 of them or 25.2% are single followed by 202 of them which represent 74.8% are married. Consequently, it reveals that most respondents are married and the minority is single.

Regarding the position showed 3 respondents or 1.1% are Senior Manager, 25 respondents or 9.3% are Manager, 47 respondents or 17.4% are Senior Executive, 56 respondents or 20.7% are Executive, 138 respondents or 51.1% are Non-Executive and 1 respondents or 0.4% others position. This show that the respondents are non-executive is higher and others position are lowest. Eventually, the duration of service in the company revealed a plurality of the respondent's service between 6 and 8 years with 75 respondents or 27.8%, followed by service with 68 or 25.2% over 12 years. Then the service between 4 and 5 years is 49 or 18.1 percent, followed by 42 or 15.6 percent between 9 and 11 years. The respondent's operation minority is less than 3 years old with 36 respondents or 13.3%.

Table 4.1
Demographic Profile

Demographic	Frequency	Percent
Gender		
Male	152	56.3
Female	118	43.7
Age		
<25 years old	10	3.7
26-30 years old	73	27.0
31-35 years old	96	35.6
36-40 years old	43	15.9
41-45 years old	21	7.8
Ethnic		
Malay	214	79.3
Chinese	14	5.2
Indian	27	10.0
Others	15	5.6
Religion		
Muslim	216	80.0
Buddhism	4	1.5
Christian	24	8.9
Hinduism	26	9.6
Marital Status		
Single	68	25.2
Married	202	74.8
Position		
Senior Manager	3	1.1
Manager	25	9.3

Senior Executive	47	17.4
Executive	56	20.7
Non-Executive	138	51.1
Others	1	0.4
Length of Service in Organization		
<3 years	36	13.3
4-5 years	49	18.1
6-8 years	75	27.8
9-11 years	42	15.6
>12 years	68	25.2



4.3 Normality Test

The following table shows the data concerning normality. Based on the test, all factors when $p < 0.05$ is not important. The skewedness and kurtosis, however, suggested the value of -2 to 2. The job satisfaction shows 0.167 is distorted and 0.522 is kurtosis burnout are -0.314 (skewness) and 0.198 (kurtosis), organizational commitment are 0.19 (skewness) and 0.779 (kurtosis) and turnover intention are 0.17 (skewness) and 0.232 (kurtosis). The data is then normal distribution, the analysis uses the parametric statistic. Based on the skewness, all variables except the burnout are optimistic skewed.

Table 4.2
Test of Normality for Each Factor

Factors	Skewness	Kurtosis	Significant
Job Satisfaction	0.167	0.522	0.000
Burnout	-0.314	0.198	0.000
Commitment Organizational	0.19	0.779	0.006
Turnover Intention	0.17	0.232	0.000

4.4 To Examine the Job Satisfaction among MAHB Corporate Office Employees

The frequency and percentage of job satisfaction is represented in Table 4.3. The majority of respondents agree that *“I am satisfied employee assistance policy (Lunch & Transport) of the company”* (75.9%). It was followed by *“I am satisfied with the leave policy of the company”* and *“I am satisfied with various activities in the firm and love participating in them”* (75.2%). Besides that, the respondents also strongly agree about *“I am satisfied with the present working hour”* (33.3%) and *“I am satisfied with job location”* (32.6%). However, the respondents also disagree about *“I am satisfied with the present performance appraisal policy of the company”* (13.7%) and *“I am satisfied with the given right to put forward my opinion”* (11.9%). As shown in Table 4.2, the respondents reported different responses about work satisfaction. The highest mean was that respondents settled on *“I am pleased with the current working period”* (M=4.24, SD=0.643). Although the lowest mean indicated discrepancy with the respondents stated that; *“I am satisfied with the leaders in my workplace as positive role models”* (M=3.929, SD=0.891). Of work satisfaction the average mean is 4.086 and the standard deviation is 0.439. The respondents decide on job satisfaction in conclusion.

Table 4.3
Distribution of Job Satisfaction

Statement	1	2	3	4	5	Mean	SD
I am satisfied with the working environment of the company	0 (0%)	3 (1.1%)	16 (5.9%)	172 (63.7%)	79 (29.3%)	4.211	0.594
I am satisfied with job location	5 (1.9%)	9 (3.3%)	15 (5.6%)	153 (56.7%)	88 (32.6%)	4.148	0.813
I am satisfied with the present working hour	2 (0.7%)	0 (0%)	19 (7%)	159 (58.9%)	90 (33.3%)	4.24	0.643
I am satisfied with the existing salary structure of the Company	5 (1.9%)	7 (2.6%)	25 (9.3%)	189 (70%)	44 (16.3%)	3.963	0.725

I am satisfied with the compensation I get and I think it matches with my responsibility	5 (1.9%)	0 (0%)	29 (10.7%)	182 (67.4%)	54 (20%)	4.037	0.688
I am happy with my work	0 (0%)	2 (0.7%)	25 (9.3%)	182 (67.4%)	61 (22.6%)	4.118	0.579
I feel comfortable in carrying out my responsibilities	2 (0.7%)	0 (0%)	16 (5.9%)	196 (72.6%)	56 (20.7%)	4.125	0.564
I am satisfied with work relationships	0 (0%)	0 (0%)	20 (7.4%)	183 (67.8%)	67 (24.8%)	4.174	0.541

I am satisfied and able to maintain a healthy balance between work and family life	5 (1.9%)	6 (2.2%)	20 (7.4%)	186 (68.9%)	53 (19.6%)	4.022	0.726
Fulfilling my responsibilities give me a feeling of satisfaction and personal achievement	0 (0%)	0 (0%)	16 (5.9%)	187 (69.3%)	67 (24.8%)	4.188	0.522
I am satisfied with the leave policy of the company	0 (0%)	2 (0.7%)	16 (5.9%)	203 (75.2%)	49 (18.1%)	4.107	0.509
I am satisfied employee assistance policy (lunch & Transport) of the company	5 (1.9%)	1 (0.4%)	26 (9.6%)	205 (75.9%)	33 (12.2%)	3.963	0.632
I am satisfied with long term benefit and insurance policies of the company	0 (0%)	3 (1.1%)	5 (1.9%)	188 (69.6%)	74 (27.4%)	4.233	0.532
Overall						4.086	0.439

4.5 To Identify the Burnout among MAHB Corporate Office Employees

Table 4.4 displays the burnout rate and percentage. Most respondents chose to disagree about "I feel stressed at work" (65.2%) and "Working around people stresses me" (58.9%). The respondents agree, however, on "*I feel as though I am helping*" (53.3%) and "*I feel as though I am working*" (43.7%). The respondents gave different responses about burnout as seen in the table below. The highest mean showed discrepancy between respondents that said; "*I feel as though I am helping*" ($M=3.622$, $SD=0.821$). While the lowest mean showed the respondents strongly disagree about "*I don't really care what happen to my colleagues*" ($M=2.333$, $SD=0.857$). For burnout the average mean is 2.981 and the standard deviation is 0.627. The respondents, in turn, strongly disagree about burnout.

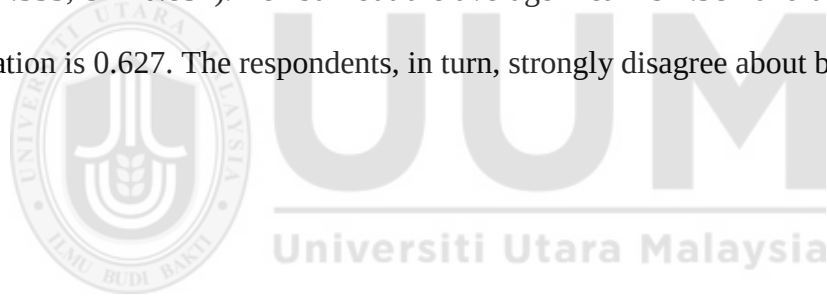


Table 4.4
Distribution of Burnout

Statement	1	2	3	4	5	Mean	SD
I feel emotionally drained by my work	10 (3.7%)	20 (7.4%)	115 (42.6%)	100 (37%)	25 (9.3%)	3.407	0.894
I feel burned out from work	13 (4.8%)	24 (8.9%)	153 (56.7%)	64 (23.7%)	16 (5.9%)	3.17	0.853
I feel fatigued in the morning	21 (7.8%)	21 (7.8%)	123 (45.6%)	90 (33.3%)	15 (5.6%)	3.211	0.95
I feel used up at a day 's end	10 (3.7%)	13 (4.8%)	142 (52.6%)	92 (34.1%)	13 (4.8%)	3.314	0.795
I feel frustrated at work	15 (5.6%)	36 (13.3%)	176 (65.2%)	36 (13.3%)	7 (2.6%)	2.94	0.768
I feel as though I am working too hard at work	12 (4.4%)	20 (7.4%)	99 (36.7%)	118 (43.7%)	21 (7.8%)	3.429	0.904
Being with people stress me	26 (9.6%)	36 (13.3%)	159 (58.9%)	27 (10%)	22 (8.1%)	2.937	0.971
I feel like I'm at the end of my rope	59 (21.9%)	43 (15.9%)	123 (45.6%)	31 (11.5%)	14 (5.2%)	2.622	1.103

I worry that work is hardening me	17 (6.3%)	63 (23.35)	106 (39.3%)	73 (27%)	11 (4.1%)	2.992	0.96
I feel as though I treat my colleagues impersonally	16 (5.9%)	68 (25.2%)	127 (47%)	54 (20%)	5 (1.9%)	2.866	0.864
I have become more cold hearted towards people	19 (7%)	65 (24.1%)	104 (38.5%)	73 (27%)	9 (3.3%)	2.955	0.963
I don't really care what happens to my colleagues	56 (20.7%)	81 (30%)	120 (44.4%)	13 (4.8%)	0 (0%)	2.333	0.857
I feel as though I am helping my colleagues	5 (1.9%)	18 (6.7%)	77 (28.5%)	144 (53.3%)	26 (9.6%)	3.622	0.821
I don't feel energetic	17 (6.3%)	52 (19.3%)	153 (56.7%)	29 (10.7%)	19 (7%)	2.929	0.911
I feel as though I haven't accomplished worthwhile things	22 (8.1%)	37 (13.7%)	153 (56.7%)	48 (17.8%)	10 (3.7%)	2.951	0.888
I do not feel as though I am positively influencing others	14 (5.2%)	81 (30%)	124 (45.9%)	48 (17.8%)	3 (1.1%)	2.796	0.831
I can't easily create a relaxed atmosphere	16 (5.9%)	79 (29.3%)	112 (41.5%)	60 (22.2%)	3 (1.1%)	2.833	0.878
Overall Mean						2.981	0.627

4.6 To Identify the Organizational Commitment among MAHB Corporate Office Employees

The table 4.5 reflects the level and percent of organizational commitment. Majority of participants believe that; *“I think that people these days move from company to company too”* (77.8%) and *“One of the few serious consequences of leaving this organization would be the scarcity of available alternatives”* (72.2%). However, the respondents disagree about *“I feel emotionally attached to this organization”* (53.7%) and *“I feel like part of family” at my organization* (49.3%). As shown in the table given, the participants had specific responses regarding organizational commitment. The highest mean showed respondents agree about *“I think that people these days move from company to company too”* (M=4.007, SD=0.545). Although the lowest mean showed significant disagreement among the respondents about *“I feel like 'part of the family' at my organization”* (M=2.955, SD=0.97). The average Organizational commitment mean is 2.955 and the standard deviation is 0.97. In summary, the participants totally disagree regarding organizational commitment.

Table 4.5
Distribution of Organizational Commitment

Statement	1	2	3	4	5	Mean	SD
I would be very happy to Spend							
the rest of my career with this Organization	0 (0%)	14 (5.2%)	72 (26.7%)	133 (49.3%)	51 (18.9%)	3.818	0.795
I enjoy discussing my organization with people outside it	0 (0%)	7 (2.6%)	46 (17%)	171 (63.3%)	46 (17%)	3.948	0.665
I really feel as if this organization's problems are my own	6 (2.2%)	1 (0.4%)	71 (26.3%)	167 (61.9%)	25 (9.3%)	3.755	0.715
I think that I could easily become as attached to another organization as I am to this one	1 (0.4%)	35 (13%)	93 (34.4%)	127 (47%)	14 (5.2%)	3.437	0.795
I feel like 'part of the family' at my organization	23 (8.5%)	48 (17.8%)	133 (49.3%)	50 (18.5%)	16 (5.9%)	2.955	0.97
I feel emotionally attached to this organization	18 (6.7%)	36 (13.3%)	145 (53.7%)	55 (20.4%)	16 (5.9%)	3.055	0.916

This organization has a great deal	0	4	48	188	30	3.903	0.583
of personal meaning for me	(0%)	(1.5%)	(17.8%)	(69.6%)	(11.1%)		
I feel a strong sense of belonging to my organization	8	61	130	62	9	3.011	0.842
I am afraid of what might happen if I quit my job without having another one lined up	(3%)	(22.6%)	(48.1%)	(23%)	(3.3%)		
It would be very hard for me to leave my organization right now, even if I wanted to	16	32	124	89	9	3.159	0.892
Too much in my life would be disrupted if I decided I wanted to leave my organization	(5.9%)	(11.9%)	(45.9%)	(33%)	(3.3%)		
	8	9	42	155	56	3.896	0.868
	(3%)	(3.3%)	(15.6%)	(57.4%)	(20.7%)		
	3	9	51	160	47	3.885	0.765
	(1.1%)	(3.3%)	(18.9%)	(59.3%)	(17.4%)		

It would be too costly for me to leave my organization now	4 (1.5%)	31 (11.5%)	108 (40%)	105 (38.9%)	22 (8.1%)	3.407	0.851
Right now, staying with my organization is a matter of necessity as much as desire	5 (1.9%)	5 (1.9%)	29 (10.7%)	194 (71.9%)	37 (13.7%)	3.937	0.694
I feel that I have too many options to consider leaving this organization	11 (4.1%)	1 (0.4%)	42 (15.6%)	191 (70.7%)	25 (9.3%)	3.807	0.771
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	4 (1.5%)	3 (1.1%)	42 (15.6%)	195 (72.2%)	26 (9.6%)	3.874	0.644
One of the major reason I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefits I have	5 (1.9%)	6 (2.2%)	25 (9.3%)	191 (70.7%)	43 (15.9%)	3.966	0.712

I think that people these days move	1	4	21	210	34		
from company to company too often	(0.4%)	(1.5%)	(7.8%)	(77.8%)	(12.6%)	4.007	0.545
I believe that a person must always	6	26	121	109	8		
be loyal to his or her organization	(2.2%)	(9.6%)	(44.8%)	(40.4%)	(3%)	3.322	0.778
Jumping from organization to organization does seem at all ethical to me	6	27	72	150	15		
One of the major reasons I continue to work for this organization is that	(2.2%)	(10%)	(26.7%)	(55.6%)	(5.6%)	3.522	0.834
I believe that loyalty is important and therefore feel a sense of moral obligation to remain	5	3	29	187	46		
	(1.9%)	(1.1%)	(10.7%)	(69.3%)	(17%)	3.985	0.7

If i got another offer for a better job elsewhere I would not feel it was right to leave my organization	9 (3.3%)	10 (3.7%)	5 (25.2%)	152 (56.3%)	31 (11.5%)	3.688	0.848
I was taught to believe in the value of remaining loyal to one organization	3 (1.1%)	6 (2.2%)	52 (19.3%)	181 (67%)	28 (10.4%)	3.833	0.677
Things were better in the days when people stayed with one organization for most of their careers	3 (1.1%)	15 (5.6%)	52 (19.3%)	180 (66.7%)	20 (7.4%)	3.737	0.722
I think that wanting to be a "company man " or "company woman" is sensible anymore	3 (1.1%)	(1.9%)	125 (46.3%)	125 (46.3%)	12 (4.4%)	3.511	0.666
Overall Mean						3.642	0.264

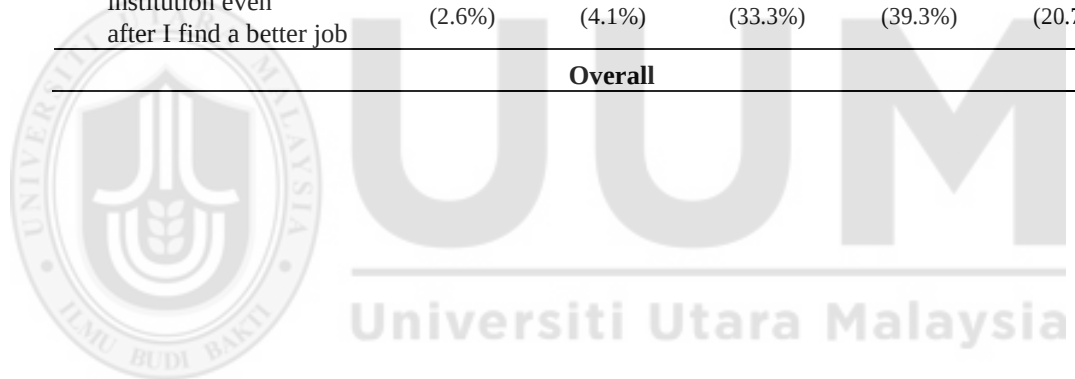
4.7 To Assess the Turnover Intention among MAHB Corporate Office Employees

The table 4.6 shows the level and percentage of intention for turnover. The majority of respondents agree that; *"I feel secure that I will be able to work for the company as long as I do a good job"* (77%) and *"I will be working for this institution five years from now"* (67%). The respondents also strongly agree about *"I am proud to work in my company"* (39.3%). It was followed by *"I am proud to tell others that I am part of this organization"* and *"I will not leave my current position within the next three months"* (36.3%). However, the respondents disagree about *"I'm not going to leave this organization even after I find a better job"* (33.3%) and *"I believe there's an appropriate opportunity for me to move into a better position inside the business"* (20.6%). As shown in Table 4.9, the respondents showed a number of intended reactions regarding turnover. The highest mean was that respondents agreed *"I am proud to be employed in my business"* (M=4.37, SD=0.527). While the lowest mean showed disagreement among respondents about *"I feel there is an adequate opportunity for me to move into a better job inside the business"* (M=3.488, SD=0.843). For turnover aim, the overall mean is 4.038 and standard deviation is 0.427. In conclusion, the intimates decide on the purpose of turnover.

Table 4.6
Distribution of Turnover Intention

Statement	1	2	3	4	5	Mean	SD
I feel there is adequate opportunity for me to move to a better job within the company	8 (3%)	24 (8.9%)	80 (29.6%)	144 (53.3%)	14 (5.2%)	3.488	0.843
I feel secure that I will be able to work for the company as long as I do a good job	7 (2.6%)	3 (1.1%)	3 (1.1%)	208 (77%)	49 (18.1%)	4.07	0.683
I am proud to work in my company	0 (0%)	0 (0%)	6 (2.2%)	158 (58.5%)	106 (39.3%)	4.37	0.527
I am proud to tell others that I am part of this organization	0 (0%)	0 (0%)	3 (1.1%)	169 (62.6%)	98 (36.3%)	4.351	0.501
I am very loyal to this organization	0 (0%)	0 (0%)	28 (10.4%)	167 (61.9%)	75 (27.8%)	4.174	0.593
I do not think about leaving my current position	6 (2.2%)	13 (4.8%)	40 (14.8%)	156 (57.8%)	55 (20.4%)	3.892	0.857
I will not leave my current position within the next three months	4 (1.5%)	0 (0%)	24 (8.9%)	144 (53.3%)	98 (36.3%)	4.229	0.731

I am not actively							
seeking employment	6	0	36	172	56	4.007	0.736
with another	(2.2%)	(0%)	(13.3%)	(63.7%)	(20.7%)		
organization							
I will be working for	0	3	28	181	58	4.088	0.596
this institution	(0%)	(1.1%)	(10.4%)	(67%)	(21.5%)		
five years from now							
I will not leave this	7	11	90	106	56	3.714	0.926
institution even	(2.6%)	(4.1%)	(33.3%)	(39.3%)	(20.7%)		
after I find a better job							
Overall						4.038	0.427



4.8 The Relationship between Job Satisfaction and Turnover Intention among MAHB Corporate Office Employees

The outcome of the relation between work satisfaction and turnover intention was shown in Table 4.7. The Pearson correlation showed turnover intention is important to work satisfaction relationship ($r=0.537$, $p=0.000$). So there is a correlation between job satisfaction and turnover intention.

Table 4.7

Relationship between Job Satisfaction and Turnover Intention

		Job Satisfaction
Turnover Intention	Pearson Correlation	.537**
	Sig. (2-tailed)	0.000

4.9 The Relationship between Organizational Commitment and Turnover Intention among MAHB Corporate Office Employees

The outcome of the relation between organizational commitment and turnover intention was shown in Table 4.8. The Pearson correlation showed turnover intention is important to organizational commitment relationship ($r=0.367$, $p=0.000$). So there is a correlation between organizational commitment and turnover intention.

Table 4.8

Relationship between Organizational Commitment and Turnover Intention

		Organizational Commitment
Turnover Intention	Pearson Correlation	.367**
	Sig. (2-tailed)	0.000

4.10 The Relationship between Burnout and Turnover Intention among MAHB Corporate Office Employees

The outcome of the relation between burnout and turnover intention was shown in Table 4.9. The Pearson correlation showed turnover intention is important to burnout relationship ($r=-0.267$, $p=0.000$). So there is a correlation between burnout and turnover intention.

Table 4.9
Relationship between Burnout and Turnover Intention

Burnout		
Turnover Intention	Pearson Correlation Sig. (2-tailed)	-.267** 0.000



4.11 The Relationship between Job Satisfaction, Burnout, Organizational Commitment towards Turnover Intention among MAHB Corporate Office Employees

Table 4.10 reflects the job satisfaction, burnout and organizational commitment to turnover intention. It showed multiple regression shown to be strongly linked to the turnover intention for all factors (job satisfaction, burnout and organizational commitment). Help for all variables accounts for 63.3 per cent of the turnover plan variation. The (40 percent) of the turnover target is attributed predominantly to all factors and the other factor shows the 60 percent. The most factor that affects the job satisfaction and the least factor is burnout with standardized beta is -0.140, based on the standardized beta.

Table 4.10
Relationship between Job Satisfaction, Burnout, Organizational Commitment towards Turnover Intention.

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1 (Constant)	0.481	0.357		1.346	0.180	
Job Satisfaction	0.411	0.059	0.423	6.952	0.000	
Burnout	-0.096	0.043	-0.140	-2.224	0.027	
Organizational Commitment	0.594	0.085	0.367	7.000	0.000	

R=0.633, R2=0.400,, F=59.193, Sig= >0.05

CHAPTER 5

DISCUSSION, SUMMARY AND RECOMMENDATION

5.1 Introduction

It consists of four main parts in this chapter which are discussion, limitation of the analysis, recommendation and overview. This contains in detail the study description well illustrated with the research outcome and the concept/theory relevant to the previous research. This research conducted the hypotheses which are:

- H1 – A correlation exists between work satisfaction and turnover intention
- H2 – A correlation exists between burnout and turnover intention
- H3 – A correlation exists between organizational commitment and turnover intention

It consisted of limitation arising during study for study limitation. This then divided into two recommendations for the recommendation that are interested parties' recommendations and recommendations specific to the future research. To conclude, the results of the research and its implications are discussed in this chapter.

5.2 Discussion

5.2.1 The Relationship between Job Satisfaction, Burnout, Organizational Commitment towards Turnover Intention among MAHB Corporate Office Employees

This section addressed the results of the research against 103 respondents on the relationship between work satisfaction, burnout, organizational commitment to turnover intention among MAHB Corporate Office employees.

5.2.2 The Relationship between Job Satisfaction and Turnover Intention

Based on the results obtained for the first independent variable, there is a statistically significant relationship between job satisfaction with turnover intention to use with $\beta=0.423$, $p=0.000$ ($p=0.000$) at a confidence interval of 100%. The significance relationship that was found can be supported by the results obtained by the previous journals. A study by Azeez (2016) found out that the relationship between job satisfaction and turnover intention to use in education sector showed significant relationship ($p= 0.000$). This result is in line with the study carried out by Olusegun (2015), who found out that there exists a significant relationship between job satisfaction and turnover intention. Job satisfactions are necessary to get staff satisfied. Extrinsic rewards are argued to be satisfiers.

In any organization either government or non-government sector, job satisfaction among employee towards the organization is important to ensure the organization are in systematic and stable. Furthermore, job satisfaction is one of the important factors in the respective company that affect their turnover intention rate. Based on the results gathered, it clearly indicates that both the respondents and the leaders of the respective company are happy with their top management. As reported in the finding sections, it is possible to assess job satisfaction among respondents as they are satisfied with the present working hour (Mean=4.24, SD=0.643).

In addition, the respondents also expressed satisfaction with the company's long-term benefits and insurance policies (Mean=4.233, SD=0.532). Furthermore the respondents were also satisfied with the company's working environment (Mean=4.211, SD=0.594). It has proven that the company gives its employee good privilege to improve their job satisfaction. Moreover, the benefits provided towards the employees acts as the catalyst to reduce the rate of turnover among the employees. Job satisfaction among employees important to maintain and enhance their productivity as well as performance. Job satisfaction among employees important to maintain and enhance their productivity as well as performance.

Throughout these few decades the focus of various researchers is job satisfaction, organizational commitment and turnover intention. It was due to the importance to build up good relationship between employer and employees. Thus, this study conducted to overcome the issues arised regarding the job stress, job satisfaction and job performance which leads them to sustain in the present organization. Based on the literature and results gathered, most of the person affected concluded that it was because of the worst management in taking care of the wellbeing of workers that that affected their option to leave the business and pursue a better opportunity for their career advancement in another company.

Job satisfaction increases not just the quality but also the productivity of operations. The organization wants to appreciate what its employees feel, think and want, as well as to find out how loyalty and dedication to the working environment can be enhanced. Work fulfillment is closely linked to the quality of service and customer satisfaction, which is then correlated with the productivity of the company. The service level does have a good sense of client fulfillment persuasion.

Worker fulfillment plays an important role in improving company productivity and organizational effectiveness and the quality of products and services that give rise to job satisfaction in the company concerned. There is no doubt about it that job satisfaction is crucial about particular to achieving productivity and competitiveness in the service industry. Employee performance is certainly vital to the achievement of productivity and profitability in the service sector in particular. The performance of workers influences the profitability of the industry through the satisfaction-- loop. In the service industry, employee satisfaction is central to achieving quality and productivity at the company, and without it the service industry cannot think of being competitive (Kounenou et al. 2010). Employee is the founder of organisation's growth.

Job satisfaction not only improves productivity but also enhances work efficiency. An organization wants to understand what its workers feel, think, want along with discovering how loyalty and dedication to the workplace can be enhanced. Job satisfaction is closely linked to the quality of service and customer satisfaction which is then correlated with the productivity of the business.

The level of service has a good customer satisfaction persuasion. In addition to this, the productivity of companies has a fair non-recursive impact on employee satisfaction. Job satisfaction plays a significant role in enhancing the productivity of the company and improving the organizational efficiency of the organizations and the quality of products and services that give rise to job satisfaction in the company concerned. There is no doubt about it that job satisfaction is crucial about particular to achieving productivity and competitiveness in the service industry.

Employee satisfaction through the satisfaction-price-profit loop affects productivity in the industry. In the service industry, job satisfaction is central to achieving quality and productivity at the company, and without it the service industry cannot think of being competitive (Kounenou et al. 2010). Employee is the founder of organisation's growth.

Commonly, performance appraisal systems used for different purposes comprise of human resource decision, evaluation and feedback. It can be shown that performance appraisal program helps recognize employee strength and weakness. This method thus allows the company to increase its performance (Rasch, 2010).

In other words, performance assessment is a very successful system in which it helps to develop worker management skills and assess the degree of satisfaction with their job. Though the performance appraisal they able to know their actual personnel skill then they have to sharpen their skill which are the important key to build up their organization to the high level and widely known in the international level. Besides that, the skills can be developed with the high interest among the workers. Then, based on the skills, they able to implement and practice to show their ability and capability.

Job satisfaction is the successful attitude that an employee has towards their jobs. It can be defined as a summary of their sense of work, or as a related configuration of behaviors about their position in the job (Lu et al., 2015) There is evidence based on the studies performed that existing patterns in working environments Have detrimental effects on job satisfaction and wither away physical and mental health of workforce (Khan, 2014).

There is an affective productivity disposition consisting of two types, such as positive affectivity and negative affectivity. It consists of high energy, eagerness and pleasurable participation in terms of positive extraversion, while for negative affectivity it consists of anxiety, awkward participation and nervousness that can be associated with this study as the airline cabin crew feels all such emotions. (Yücel, 2012).

Frustration, as a typical human being, is inevitable when we cannot cope with the stresses we face in order to achieve satisfactory work.

Work-related tension is a key component to job satisfaction nowadays. In this situation, as employees of MAHB Corporate Office who served in the aviation industry, work related stress due to the behavioral and attitude of the surrounding people and the timeline to complete their work. Stress occurring results in hostility and low work satisfaction, as it is the detrimental factor in job satisfaction (Munich Personal RePEc, 2008). Job satisfaction is important element in order to protect the employee from stressors. According to the previous era during the neoclassical period in 1920-1950 stated that employment satisfaction has strong impacts on efficiency. It has proven that there is a significant connection between work satisfaction and productivity. The companies therefore need to boost the efficiency of the workers in different ways to ensure that they are at a high level of work satisfaction. It may be linked to the finding that job quality and efficiency can be accomplished in the workplace with the help of safety and health as the backup and benefits to the employee (Liaudanskiene et al, 2010).

5.2.1.2 The Relationship between Burnout and Turnover Intention

The second independent variable of the study is burnout. Based on the results obtained, the relationship between burnout and turnover intention to use was found to be significant with $\beta=-0.140$ and $p=0.027$ (where $p=0.000$), at a confidence interval of 95%. This shows that burnout has a relation to the result of turnover intention among employees. This result can be supported by a study done by Santoso (2018) in which it looked into the relationship between burnout and turnover intention among auditors in one of the banks in Indonesia. The result showed that there is a signification relationship burnout and turnover intention. Apart from that, this result also aligns with a study by Yildiz (2018) whereby it looked into 295 employees who worked under health sector in Turkey. The findings show that burnout positively affects turnover intention. Relationship claimed to be significant between burnout and turnover intention among workers.

In general, burnout has been correlated with a variety of negatives, such as work frustration, little dedication to company and a high degree of job turnover. A study (Thirulogasundaram & Sahu, 2014) indicated burnout contributes to significant costs for companies and employees due to high employee turnover, absenteeism and decreased productivity. Obviously, burnout is one of the major predictors of job satisfaction and a turnover plan.

The first aspect investigated for the burnout is emotional exhaustion. Owing to unnecessary psychological and physical demands it is perceived as the emotional depletion. It is in line with the finding obtained when the respondents stated that they feel that they work too hard at work which cause burnout (Mean=3.429, SD=0.904). This situation will be caused psychological stress for the long term effect as they will be pressure due to the excessive workload. Besides that, the

respondents stated that they are emotionally drained by their work (Mean=3.407, SD=0.894). In this situation, they have to manage their time wisely in order to ensure they could rest a while instead of being too focus on their work which could affect their emotion.

Next, burnout that applies to viewing others as objects rather than dying to pessimistic, cynical attitudes and sentiments. It could be seen from the finding obtained as the respondents feel worry that work could hardening them (Mean=2.992, SD=0.96). This situation occurred when they are too focusing on their job without care about their state of health. If the situation continues, it would affect their health, emotion as well as mental. Besides that, burnout also lead the respondents become more cold hearted towards people (Mean=2.955, SD=0.963). This situation will affect them to build up good relationship towards each other.

In terms of reduced personal achievement, it is used to describe the inclination of people toward negative assessment and discontent with themselves due to unfulfilled success or responsibilities. Based on the results, the respondents suggested that they believe they are supporting their colleagues (Mean=3.622, SD=0.821). In addition, they also feel as though they have not accomplished worthwhile things. These situation leads to high turnover intention among employees due to their negative thought towards their performance in playing their responsibilities.

5.2.1.3 The Relationship between Organizational Commitment and Turnover Intention

The next independent variable in the study is perceived risk. Based on the results obtained, the relationship between perceived risk and behavioural intention to use was found to be significant at $\beta=0.367$, $p=0.000$ (where $p=0.000$) at a confidence interval of 100%. Previous studies may also support the result of the study whereby a study by Sow (2015) found out that the relationship between organizational commitment and turnover intention to use in healthcare sector, particularly looked at internal auditor showed signification relationship ($p= 0.000$).

Organizational commitment plays a significant role in determining the success of the organization. There's a need to learn how to keep staff motivated and driven to deliver results out of the ordinary. Satisfaction tends to become a common corollary of employee satisfaction, and this pair is, in essence, the result of organizational success. Satisfied workers produce unprecedented output by innovation in service which leads to organizational success resulting in improved financial results. There are various factors in organization that decide their success and strength. Based on the preceding literature, it shows that organizational commitment is one of the factors that leads to organizational glory. Based on the results obtained from the questionnaire provided to employees of MAHB Corporate Office, it clearly showed that there is a connection between organizational commitment and turnover. The majority of respondents acknowledged that high organizational commitment contributed to low aim for turnover. For example, when the employee shows high organizational commitment in playing their respective role in the organization, thus the party becomes more powerful and successful.

Besides that, organizational commitment leads to motivate employee's performance which contributed to the satisfaction on the employer to give rewards and bonus based on their good achievement. An employee's organizational commitment can be defined as performance of the work, actions, and responsibilities. They will perform well as the employee, to satisfy their employer and to get reward with great appreciation. As workers, managers' recognition and acknowledgement of good employees is one of their biggest encouragement to devote more effort to fulfill the organization's mission and vision. Organizational commitment is also one of the variables used to assess wage and advance pay rises. Furthermore, employee's organizational commitment was used to show their competence and capacity. Commonly, workers need high performance in any company in order to fulfill their goals and gain the competitive advantage. This is due to the level of competence among companies with the same expertise, where they are all competing to show their skills and power. The employer therefore wants the workers who are highly optimistic and driven to achieve the goals.

In aviation industry, effectiveness of the employee performance, organizational commitment as well as organizational success can be observed through the nature of the work, professional development and leadership of the top management. In addition, the cooperation among the team member also able to enhance the successful of an organization (Lim, 2010). However, according to (Kah, 2011), employee behaviours in term of less courteous and being rude among team member and employer leading to the conflicts among the co-workers. Interpersonal conflicts can be the major stressors factor in the workplace that affects job satisfaction and reduces job performance that could result in employee turnover intention (Chang, 2010).

Thus, proper solution is needed to increase the organizational commitment through the powerful leadership and excellent professional development in an organization.

Organizational commitment has normally been described as an affection to or recognition with the organization. Besides, it could be reviewed as a sentimental reaction to a positive evaluation of the work environment (Sun et al. 2016). Many earlier works has shown that there is a significant relationship between organizational commitment and turnover intention (Hunsaker, 2010). Such emotional reactions can be called love, especially when the employee strongly believes in the organization's principles and goals or shows a strong desire to establish connection with the organization. Commitment is a deep interest in the organisation's principles and goals. It is a readiness to bring the company into significant effort (Mehrad & Fallahi, 2014). Organizational commitment is correlated with critical elements related to the job, such as absenteeism, efficiency, and employee turnover. According to Ayondele et al. (2013), it is possible to divide organizational commitment into three which are affective, continuing and normative commitment.

According to the findings obtained in Chapter 4, organizational commitment among respondents could be seen as people switch from one business to another too often nowadays (Mean=4.007, SD=0.545). It could be happened as another company give great offer from the previous company, so that they move to another company for career advancement. This phenomenon is too common as the environment in the organization do not fit with their expectation. This situation will caused bad reputation for the respective individual as they could not face the pressure and adapt with the work environment well.

In addition, most respondents have indicated that the loyalty to the organization should be calculated while they continue to work for this organization because leaving would entail substantial personal sacrifice — another organization may not equal the overall benefits (Mean=3,966, SD=0,712). It has shown that the present organization offers great advantages to its employee, so they can give complete commitment to their current organization. The respondents enjoy debating their company with people within it from another viewpoint (Mean=3.948, SD=0.665). It shows that the members in organization have good relationship as they able to well-interact for the sake of organization.



5.2.1.4 Turnover Intention

Human resources administrators in many Asian countries have a sleepless night due to the turnover of their staff (Hunsaker, 2010). That makes concerns on turnover intention research that contribute to the organization's turnover intention have been widely performed worldwide. It has been a key research subject for nearly ninety years (Robbins & Judge 2013), around a turnover of two decades, and it is a significant management concern. Up until now, attrition and turnover intention has been a big management concern and crucial issue. Much focus has been given to factors which contribute to the turnover intention and their intention to leave the organization especially towards the turnover behavior of employees (Ahmed and Nawaz (2015). Turning and quitting the company may have many consequences for the organization's finances and activities (Laschinger, 2012). Such issues contribute to losses of organization in their professional and experienced workers, declining efficiency and the company's customer satisfaction. Moreover, turnover intention and resigning often contribute to increased cost of training and loss of expatriation (Swider & Zimmerman, 2010). In a stable economy with low unemployment levels and in lower-paid sectors, high routinisation and repetitiveness of jobs, low supervisory attention, coordination and communication, and high centralization, turnover and departure of the company are more likely.

Gazaar (2015) classify turnover and leaving company into two involuntary, voluntary groups. Involuntary turnover happens when the employee is fired, dismissed or otherwise, and is not triggered by the employee's desire to leave the company, while voluntary turnover happens when the employee leaves the company due to many reasons because of their own decision. Factors include job satisfaction, performance problems, unmet work goals, job tension and lack of

resources for career growth. Today, the turnover of staff and turnover intention are the essential issues of the company's human resources department where it positions them in the organization's first ranking of issues. Organization has become more based on people leaving rather than joining the organisation (Hunsaker, 2010). Voluntary turnover adversely affects the ability of a company to perform such as reducing efficiency, slowing job development, decreasing overall performance and performing below the norm (Yasmin & Marzuki, 2015). Costs borne by the company due to the high turnover rates and their decision to leave the company such as cost of departure, cost of replacement, cost of training and cost of vacancy (Yasmin & Marzuki, 2015). The company also faces reductions in organizational effectiveness, market culture, productivity and corporate awareness. The company is better off keeping the workers rather than wasting money on these financial expenses (Sun et al. 2016).

Referring to the results obtained in Chapter 4, most respondents said they were happy to be working in the business (Mean=4.37, SD=0.527). In addition, the respondents are also happy to tell others they are a member of the company (Mean=4.351, SD=0.501). This revealed that the respondents had no intention of leaving the present organization and attrition from their current career. Furthermore, the respondents have reported that over the next three months they would not leave their current position (Mean=4.229, SD=0.731). Because the company gives its workers good opportunity and rewards, the turnover rate will be reduced.

5.2.1.5 The Influence Factors towards the Turnover Intention among MAHB Corporate Office Employees

Referring to the findings obtained in Chapter 4, the most powerful factors among MAHB Corporate Office employees in terms of turnover intention are organizational commitment. Organizational commitment has been divided into three facets which are affective, current, and normative. Organizational commitment is the main reason why work productivity among employees is disturbed and lowered. This is accompanied by job satisfaction which is the second factor that prompted the workers to make a turnover from their present work and career. Employment satisfaction that will lead the workers to show their superior capacity to improve the company based on their skills and skill.

Employees are the organization's key asset in ensuring its survival in the present sector. Burnout is the least factor that affects the factor against turnover aim. Burnout happened when the employee faces too much workload and leaves them incapable of fulfilling the job's function.

This is consistent with the finding obtained where the relationship between job satisfaction, burnout and organizational commitment to turnover plan is important. It is backed by the results obtained by Smith and Shields (2013) whereby organizational commitment is strongly associated to key components of business related to the absenteeism, efficiency and turnover rate among workers. In terms of burnout, Robbins and Judge (2013) have claimed that burnout could contribute to higher job turnover, absenteeism and even a reduction in employee performance. It has clearly demonstrated that successful research has a strong effect on the organization's plan to quit. It clearly mentioned and validated by past scholars

where the correlation amongst work satisfaction, burnout and organizational commitment to turnover intention is important. Certain things also need to be explained to ensure that the company can be reliably resisted. Thus the business will expand well in the future and prosper. Both these three things need to be carefully considered to improve their job productivity and encouragement to ensure that the employee remains and retains in the present business. Therefore the business will expand well in the future and prosper.



5.3 Implications

This study should enhance employers' understanding of the relationship between different aspects and employee turnover intention. In addition, they should be more mindful that this situation is essential to maintaining job satisfaction and workplace efficiency so as to prevent the aim of turnover. This research will serve as a basis for more systematic and detailed studies in the future.

Evaluating management practitioners is critical in terms of lowering the burnout rate for employees. It can often be impossible or not practicable to reduce employee demand, as increased satisfaction is usually the highest priority and an enormous challenge that needs considerable work by employees.

Rather, it may be a better and more effective approach to boost job opportunities for employees. For these approaches to be successful there should also be consideration of distinct work values from three different generations.

As younger employees, particularly MAHB Corporate Office employees have limited job satisfaction and more intentions for turnover compared to older employees, management will need to consider developing business-wide strategies to tackle the work-life balance. For instance, flexible working hours and fair supervision may enable younger employees to handle their work and leisure time more flexibly and autonomously. This provides young people a sense of power over their jobs and that can lead to a feeling of fulfillment and pride. As such, aligning the standards and activities of the company with the work principles of younger workers will assist in manifesting and enhancing the attitude of younger employees towards the job and the company. This could help increase employee morale and satisfaction, and lower younger employees' turnover intentions under emotional

trauma. (Nunkoo, Gursoy & Ramkissoon, 2013). Many of these advantages will also extend to the senior employees.

5.4 Limitations of Study

In this study the researcher faces many limitations. Firstly, the time limit for the survey to determine why and what has caused the intention of employee turnover particularly in the aviation sector. It happen because the researcher was unable to commit due to work precedent and work obligations with the time provided to settle the job. Secondly, some of them do not give full participation and cooperation during the analysis. Furthermore, this study can be expanded by contrasting the relationship between work satisfaction, burnout and organizational contribution to turnover plan with the other private sector employee available in Malaysia. The data is very useful for the research that uses this type of methodology to acquire the overall output and to analyze the data to evaluate the analysis is useful for the whole study.

5.5 Direction for Future Research

Some suggested lines of reference are available for future studies. First, it would be worth researching the relationships of human resource management and organizational management, and comparing the results of such a study with those in this research that contribute to the turnover plan of the MAHB employees. Second, more important for research would be the role of other demographic variables in the relationship to those three constructs. An extended study would then be more involved in assessing the relationship between employee retention, burnout and organizational contribution to the succession program, based on the various viewpoints.

5.6 Recommendations

This work can be expanded further by making to the relationship between employee satisfaction, burnout and organizational commitment on turnover intention between human resources management and organizational management in private sector organization. Besides that, the number of samples in this case study may be increased to determine the relationship. Additionally, another relationship may be analyzed to explore the factors that lead to the purpose of turnover. Test methods may vary such as interviewing or observing at each location and selecting respondents as the study center.

To compare their relationship between job satisfaction, burnout and organizational commitment to turnover plan, this study can be applied to staff from various divisions and roles employed in private sector organization. Therefore, this able to maximize the precision of the results, and observed their connection between some independent variables against turnover intention.

In terms of recommendation should be done by managers to overcome the factors caused employee turnover intention, there are some ways could be conducted:

1. Since psychological demands have been found to be correlated with burnout and organizational commitment, reducing demand rates would help to reduce the level of turnover intention among employees of MAHB Corporate Office.
2. Because social support may affect employee turnover intention, it is crucial to bear in mind the importance of the impact of support from coworkers and supervisors on the level of turnover intentions of MAHB Corporate Office employees.

3. The findings obtained showed that employees of MAHB Corporate Office are subject to perform their job within a limited period, and this can be inferred from a shortage of staff. In order to reduce the level of psychological demands of employees of MAHB Corporate Office, the number of employees to work should be increased which, in effect, may provide low level of burnout and turnover intention and increase their job satisfaction.

4. Based on the unreasonable demands, MAHB Corporate Office workers must be given the requisite assistance to mitigate the negative consequences. Otherwise, under working-load conditions and time pressure, they will feel tired.



5.7 Conclusion

The outcomes of this study will include the ultimate conclusion of the thesis. Job satisfaction is the key aspect leading to the decision to allow turnover intention. The thesis has unequivocally sought answers to all research questions and goals. Ultimately, it can be concluded that factors influencing the turnover intention are becoming the employer's main priority because it is the most significant key to sustaining a well-managed and structured organization. Therefore, it is important to explain internal issues and disputes to guarantee that the group is safe from any conflict and leads to categorization as an established and strong faction.

The data obtained from this study will be very beneficial as it could enable the management of the private sector which is MAHB as well as other organization in Malaysia take more measures to reduce the turnover rate among their employees. The relevant organization will make use of the information collected and use it as their method for controlling the turnover rate and growing employee productivity. The information received will be shared with the administration themselves, as well as with other organization. The researcher hopes that more research on turnover intention that is required to boost efficiency and worker satisfaction will be conducted in the future. The researcher wishes that the staff will be far more comfortable and can do their job in a pleasant atmosphere despite affecting the results thereby.

The employer's performance assessment satisfaction with the workers gives the positive impact that they can get pay, advancement, recognition, bonuses and privileges enhancement. The employer should also prepare a supportive work

atmosphere so that workers can increase their job motivation. When the organization is recognized and expands globally. The highest organizational team is highly cooperative of sharing the triumph and excitement with the group who cooperates to ensure the company is broadly established and well managed. For example, the other gives the company motivation to participate in planning the event together in hoping that they can then all stand and celebrate their achievement together It can be shown that satisfaction with performance assessment has relationship with performance of employees and is able to reduce the level of organizational stress among workers.

Employee success is important as it is the strength of the company to ensure that they are well recognized in their sectors. The productivity and motivation of workers may be extracted from the context of reward that is associated with them after struggle to fulfill their obligations. Thus, everybody is happy to meet the duty. The company is therefore controlled by all of the above influences and able to endure the developed enterprise on a high level in this global era. So in terms of mindset, development and competition they are able to compete with others.

It shows, on the subject of the results obtained, that the relationship between job satisfaction, burnout and organizational commitment to the purpose of turnover is important. However, job satisfaction and organizational commitment need to be improved in order to lower the turnover rate among them. Furthermore, to ensure that the group is free from any dispute and contributes to categorization as an existing and influential faction, it is important to clarify internal questions and disputes.

Employer job satisfaction with the workers brings the positive impact that they can get promotion, recognition, bonuses and privileges. The organizational team is highly supportive of sharing the triumph and happiness with the delegation that cooperates to ensure that the organization is widely formed. For example, motivates the organization to engage in the preparation of the event together, in order to celebrate their performance together. It is shown that the level of job satisfaction is linked to employee efficiency.

It suggests, in particular, that partial mediation effects of occupational burnout can occur, primarily through emotional exhaustion, within the influence of job satisfaction on turnover intention.

This can be deduced that increases in job satisfaction can be expected to minimize MAHB employees' turnover intention both through the burnout intermediary role and the direct path. As well as being controlled by all of the factors identified, the organization is able to stand up to the highest level comparable to the established organization in this global period. And they're able to compete with others in terms of attitude, growth and competitiveness.

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APPENDICES





UUM KUALA LUMPUR
Universiti Utara Malaysia
41-3, Jalan Raja Muda Abdul Aziz
50300 KUALA LUMPUR
MALAYSIA



Tel: 603-2610 3000
Faks (Fax): 603-2694 9228
Laman Web (Web): <http://uumkl.uum.edu.my>

Our Ref : UUM/UUMKL/P-39/133

Date : 29 Mei 2019

MALAYSIA AIRPORTS HOLDINGS BERHAD,
MALAYSIA AIRPORTS CORPORATE OFFICE,
PERSIARAN KORPORAT KLIA,
64000, KLIA SEPANG, SELANGOR.

COLLECTION OF DATA FOR RESEARCH PURPOSES

We are pleased to inform you that the following student is from UUM Kuala Lumpur and is presently pursuing her Master of Science (Management). She is required to collect data from your organization as a requirement for the BPMZ69912 Research Paper course this semester.

No.	Name	Matric No.	I/D No.
1.	REVATI A/P MANIRAJA	823169	880125086388

Please be informed that the data collected is purely for academic purposes and we assure you that all information will be kept strictly confidential.

We really appreciate your kindness and cooperation in the above matter.

Thank you.

"KEDAH AMAN MAKMUR – HARAPAN BERSAMA MAKMURKAN KEDAH"

"SCHOLARSHIP, VIRTUE AND SERVICE"

"ACADEMIC EXCELLENCE UUM EMINENCE"

Sincerely yours,

NUR AFIQAH BINTI ABU BAKAR

Assistant Registrar
Universiti Utara Malaysia
Kuala Lumpur (UUMKL)

Universiti Pengurusan Terkemuka
The Eminent Management University





Questionnaire

The Relationship Between Job Satisfaction, Burnout, Organizational Commitment and Turnover Intention Among Employees in MAHB Corporate Office

Dear Respondent,

I would like to seek your kind support and cooperation for a research study titled “The Relationship Between Job Satisfaction, Burnout, Organizational Commitment and Turnover Intention Among Employees in MAHB Corporate Office”. This research is a partial requirement for my Master of Science (Management).

This questionnaire comprises of five sections, which will take approximately 10 - 20 minutes of your time to complete. Please respond to the questions according to your genuine opinions and experiences. Your participation in this study is voluntary and your responses to the survey will be anonymous. The information provided will be treated strictly as confidential and will be used for academic purposes only.

Thank you in advance for your time and effort in completing this questionnaire. If you have any concerns, please feel free to contact the researcher via email given below.

Regards,

Revati Maniraja (823169)

Master of Science (Management)

Postgraduate Student,

School of Business Management,

Universiti Utara Malaysia (UUM),

Kuala Lumpur Campus.

Email: revatimaniraja@gmail.com

Section A: Demographical Background of the Respondent

This section is to obtain information of the respondent background. Please tick (/) in the appropriate selection.

1. Gender:

☐ Male ☐ Female

2. Age: (Please state)

☐ < 25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ > 46

3. Ethnic Group

☐ Malay ☐ Chinese ☐ Indian ☐ Others: _____ (Please state)

4. Religion

☐ Muslim ☐ Buddhism ☐ Christianity ☐ Hinduism
☐ Others: _____ (Please state)

5. Marital Status:

☐ Single ☐ Married

6. Position:

☐ Senior Manager ☐ Manager ☐ Senior Executive ☐ Executive
☐ Non-Executive ☐ Others: _____ (Please state)

7. Length of service in organization:

☐ < 3 ☐ 4 - 5 years ☐ 6 – 8 years ☐ 9 – 11 years ☐ > 12 years

Section B: Questionnaire Regarding Job Satisfaction

Please indicate your response to the following statement according to the scale below.

	1 Extremely Disagree	2 Strongly Disagree	3 Disagree	4 Agree	5 Strongly Agree
Questions					
1	I am satisfied with the working environment of the company.				
2	I am satisfied with job location.				
3	I am satisfied with the present working hour.				
4	I am satisfied with the existing salary structure of the company.				
5	I am satisfied with the compensation I get & I think it matches with my responsibility.				
6	I am happy with my work responsibilities.				
7	I feel comfortable in carrying out my responsibilities.				
8	I am satisfied with work relationships with the people around me.				
9	I am satisfied with various activities in the firm & love participating in them.				
10	I am happy with your overall job security.				
11	I am satisfied with the given right to put forward my opinions.				
12	I am satisfied with the leaders in my workplace as positive role models.				
13	I am satisfied with the present performance appraisal policy of the company.				
14	I am happy with the recognition and rewards for my outstanding works and contributions.				
15	I am satisfied and think I've been awarded right set of duties, as per my ability.				
16	I am satisfied & able to maintain a healthy balance between work and family life.				
17	Fulfilling my responsibilities give me a feeling of satisfaction & personal achievement.				
18	I am satisfied with the leave policy of the company.				
19	I am satisfied employee assistance policy (e.g.- lunch & transport etc.) of the company.				
20	I am satisfied with long term benefit & insurance policies of the company.				

Please indicate your response to the following statement according to the scale below.

1 Extremely Disagree	2 Strongly Disagree	3 Disagree	4 Agree	5 Strongly Agree		
Questions						
		1	2	3	4	5
1	I feel emotionally drained by my work					
2	I feel burned out from work					
3	I feel fatigued in the morning					
4	I feel used up at a day's end					
5	I feel frustrated at work					
6	I feel as though I am working too hard at work					
7	Being with people stress me					
8	I feel like I'm at the end of my rope.					
9	I worry that work is hardening me					
10	I feel as though I treat my colleagues impersonally					
11	I have become colder hearted towards people					
12	I don't really care what happens to my colleagues					
13	I feel as though I am helping my colleagues					
14	I don't feel energetic					
15	I feel as though I haven't accomplished worthwhile things					
16	I do not feel as though I am positively influencing others					
17	I can't easily create a relaxed atmosphere					

Please indicate your response to the following statement according to the scale below.

	1 Extremely Disagree	2 Strongly Disagree	3 Disagree	4 Agree	5 Strongly Agree
	Questions				
1	I would be very happy to spend the rest of my career with this organization.				
2	I enjoy discussing my organization with people outside it.				
3	I really feel as if this organization's problems are my own.				
4	I think that I could easily become as attached to another organization as I am to this one.				
5	I do not feel like 'part of the family' at my organization.				
6	I do not feel 'emotionally attached' to this organization.				
7	This organization has a great deal of personal meaning for me.				
8	I do not feel a strong sense of belonging to my organization.				
9	I am not afraid of what might happen if I quit my job without having another one lined up.				
10	It would be very hard for me to leave my organization right now, even if I wanted to.				
11	Too much in my life would be disrupted if I decided I wanted to leave my organization now.				
12	It wouldn't be too costly for me to leave my organization now.				
13	Right now, staying with my organization is a matter of necessity as much as desire.				
14	I feel that I have too few options to consider leaving this organization.				
15	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.				
16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have.				
17	I think that people these days move from company to company too often.				
18	I do not believe that a person must always be loyal to his or her organization.				

19	Jumping from organization to organization does not seem at all unethical to me.					
20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					
21	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.					
22	I was taught to believe in the value of remaining loyal to one organization.					
23	Things were better in the days when people stayed with one organization for most of their careers.					
24	I do not think that wanting to be a “company man” or company woman” is sensible anymore.					

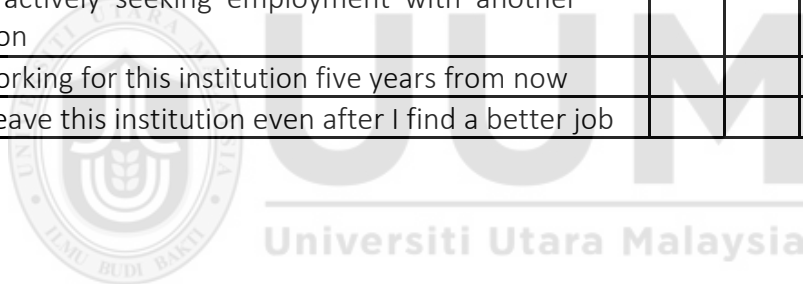


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Section E: Questionnaire Regarding Turnover Intention

Please indicate your response to the following statement according to the scale below.

	1 Extremely Disagree	2 Strongly Disagree	3 Disagree	4 Agree	5 Strongly Agree
Questions					
1	I feel there is adequate opportunity for me to move to a better job within the company				
2	I feel secure that I will be able to work for the company as long as I do a good job.				
3	I am proud to work in my company				
4	I am proud to tell others that I am part of this organization.				
6	I am very loyal to this organization.				
7	I do not think about leaving my current position				
8	I will not leave my current position within the next three months				
9	I am not actively seeking employment with another organization				
10	I will be working for this institution five years from now				
11	I will not leave this institution even after I find a better job				



Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	152	56.3	56.3	56.3
	Female	118	43.7	43.7	100.0
	Total	270	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<25 years old	10	3.7	3.7	3.7
	26-30 years old	73	27.0	27.0	30.7
	31-35 years old	96	35.6	35.6	66.3
	36-40 years old	43	15.9	15.9	82.2
	41-45 years old	21	7.8	7.8	90.0
	>46 years old	27	10.0	10.0	100.0
	Total	270	100.0	100.0	

		Ethnic			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	214	79.3	79.3	79.3
	Chinese	14	5.2	5.2	84.4
	Indian	27	10.0	10.0	94.4
	Others	15	5.6	5.6	100.0
	Total	270	100.0	100.0	

		Religion			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Muslim	216	80.0	80.0	80.0
	Buddhism	4	1.5	1.5	81.5
	Christianity	24	8.9	8.9	90.4
	Hindusm	26	9.6	9.6	100.0
	Total	270	100.0	100.0	

		Status			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Single	68	25.2	25.2	25.2
	Married	202	74.8	74.8	100.0
	Total	270	100.0	100.0	

		Position			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Senior Manager	3	1.1	1.1	1.1
	Manager	25	9.3	9.3	10.4
	Senior Executive	47	17.4	17.4	27.8
	Executive	56	20.7	20.7	48.5
	Non Executive	138	51.1	51.1	99.6
	Others	1	.4	.4	100.0
	Total	270	100.0	100.0	

		Length			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	<3 years	36	13.3	13.3	13.3
	4-5 years	49	18.1	18.1	31.5
	6-8 years	75	27.8	27.8	59.3
	9-11 years	42	15.6	15.6	74.8
	>12 years	68	25.2	25.2	100.0
	Total	270	100.0	100.0	

Descriptives

			Statistic	Std. Error
JobSatisfaction	Mean		4.0861	.02673
	95% Confidence Interval for	Lower Bound	4.0335	
		Upper Bound	4.1387	
	5% Trimmed Mean		4.0899	
	Median		4.0000	
	Variance		.193	
	Std. Deviation		.43923	
	Minimum		2.90	
	Maximum		5.00	
	Range		2.10	
	Interquartile Range		.35	
	Skewness		.167	.148
	Kurtosis		.522	.295

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
JoBSatisfaction	.164	270	.000	.933	270	.000

a. Lilliefors Significance Correction

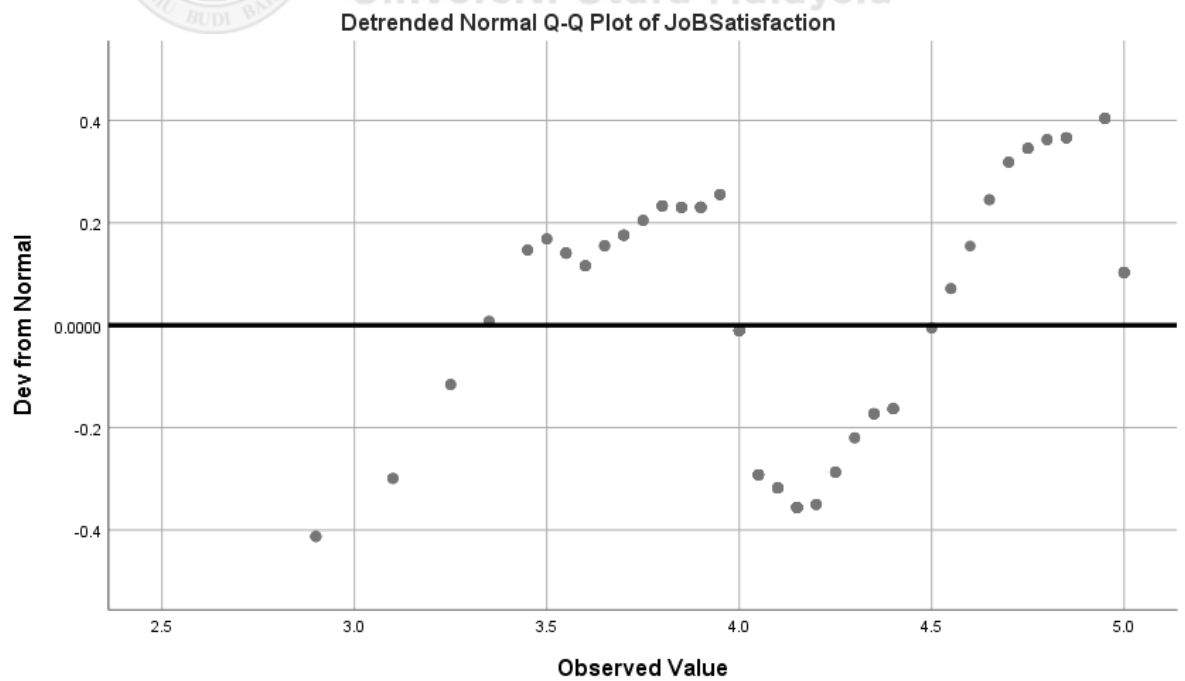
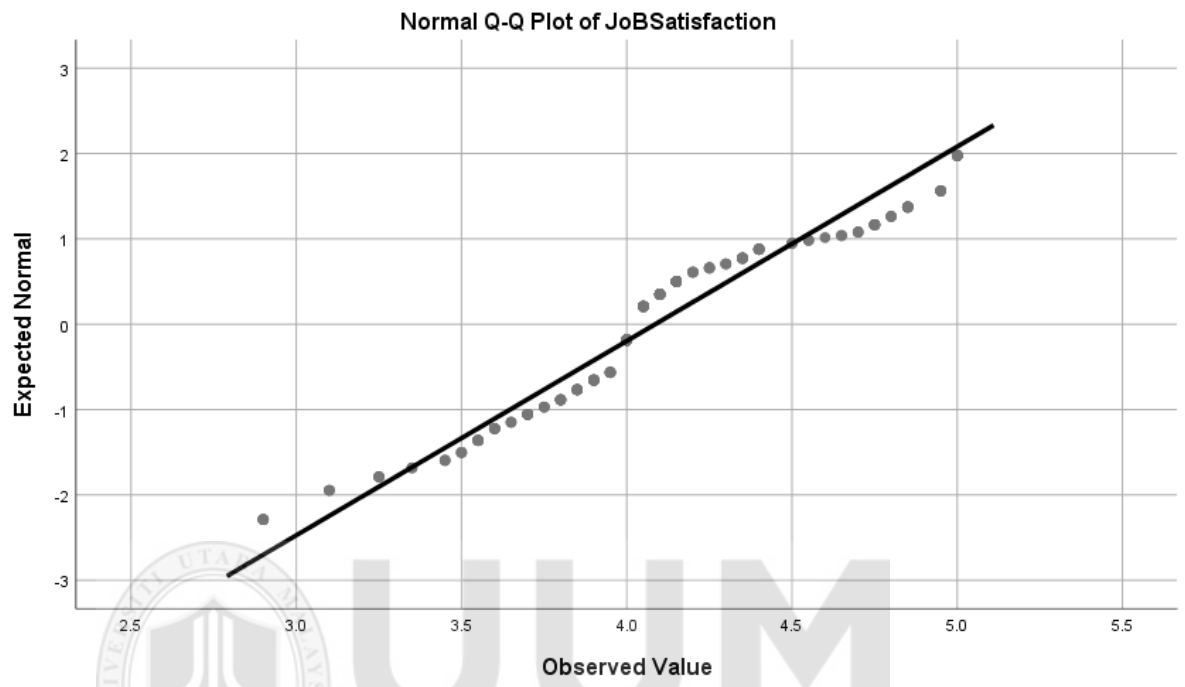
JoBSatisfaction

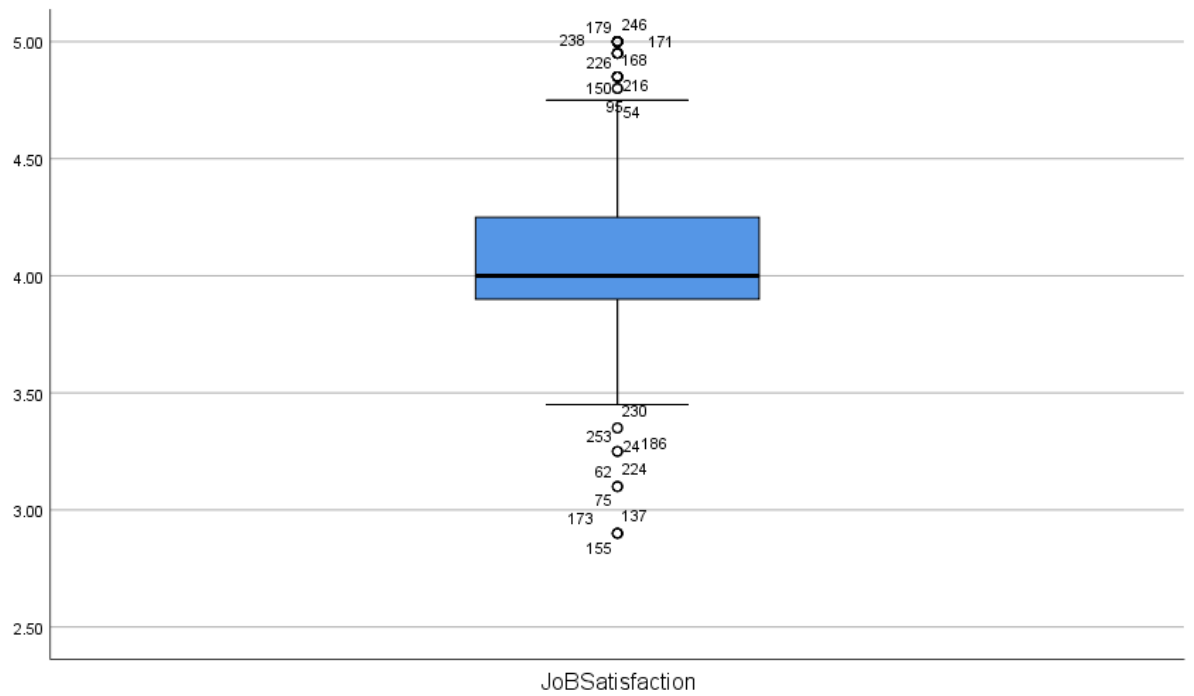
JoBSatisfaction Stem-and-Leaf Plot

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10.00 47 . 0005555555
29.00 Extremes (>=4.80)

Stem width: .10
Each leaf: 1 case(s)





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Descriptives

			Statistic	Std. Error
Burnout	Mean		2.9810	.03821
	95% Confidence Interval for	Lower Bound	2.9057	
		Upper Bound	3.0562	
	5% Trimmed Mean		2.9939	
	Median		3.0000	
	Variance		.394	
	Std. Deviation		.62787	
	Minimum		1.00	
	Maximum		4.48	
	Range		3.48	
	Interquartile Range		.81	
	Skewness		-.314	.148
	Kurtosis		.198	.295

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Burnout	.093	270	.000	.986	270	.010

a. Lilliefors Significance Correction

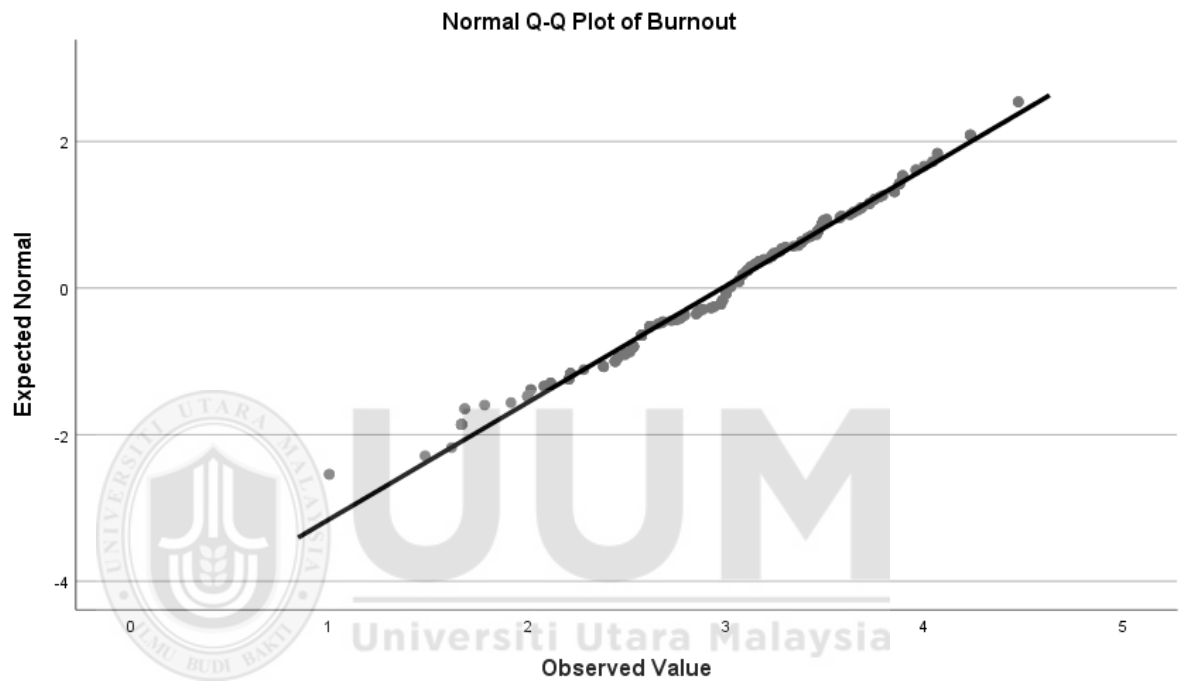
Burnout

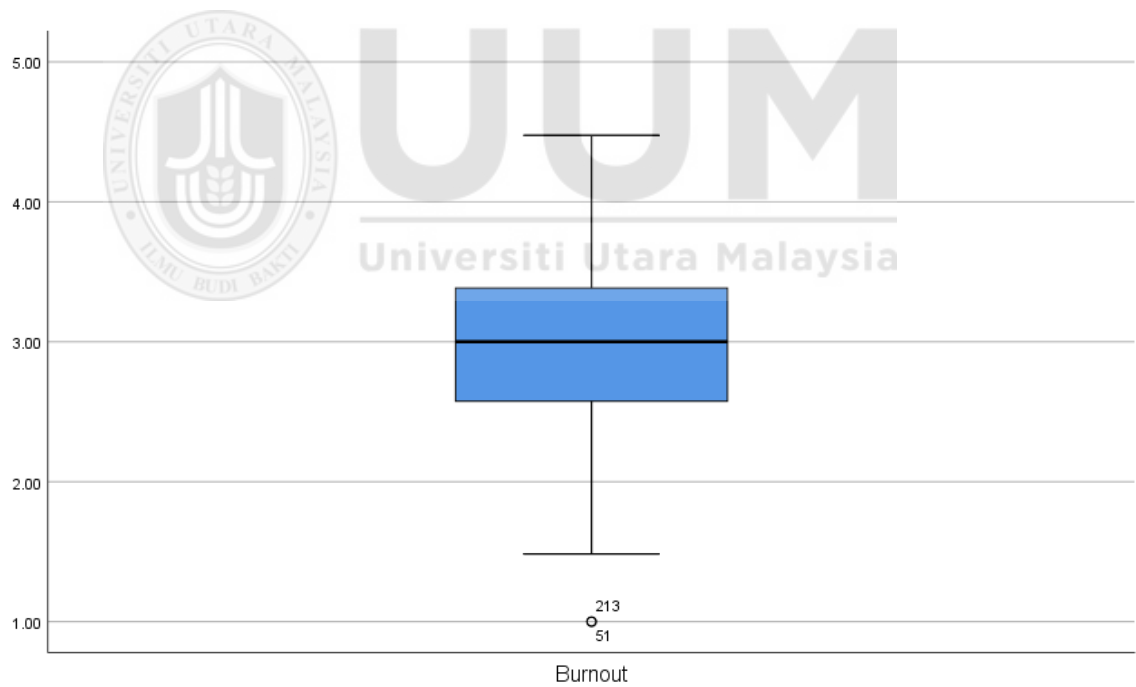
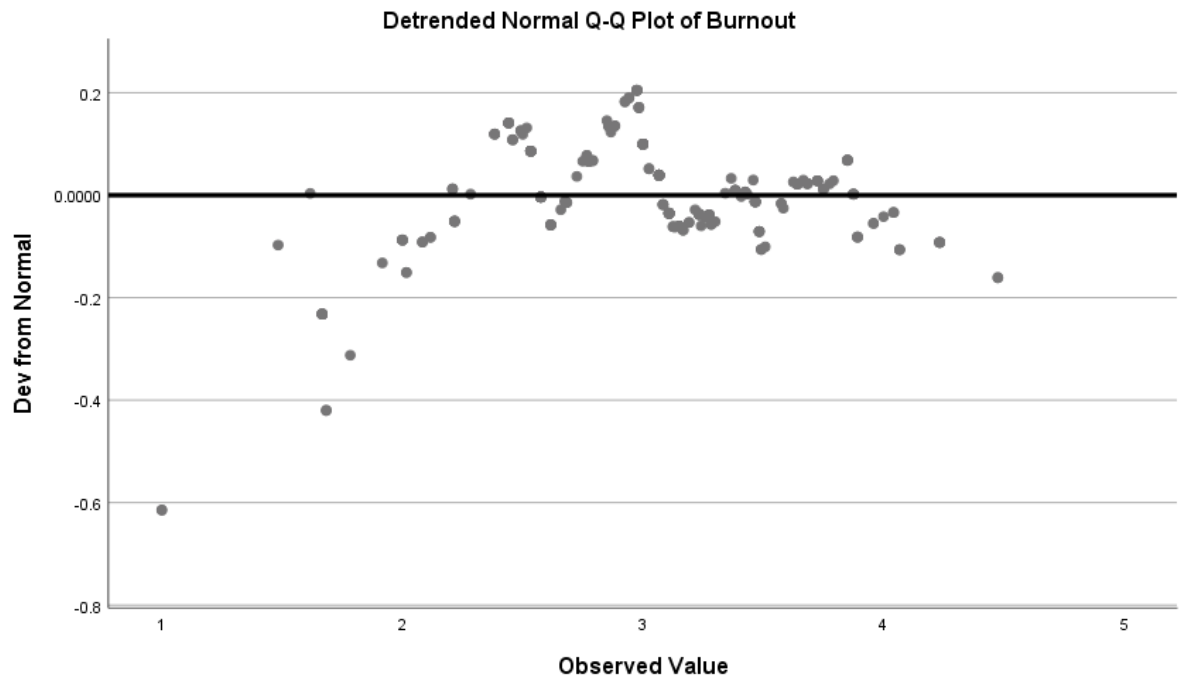
Burnout Stem-and-Leaf Plot

[illegible]

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6.00	4 .	000000
5.00	4 .	22222
2.00	4 .	44

Stem width:	1.00
Each leaf:	1 case(s)





			Statistic	Std. Error
Commitment	Mean		3.6427	.01608
	95% Confidence Interval for	Lower Bound	3.6111	
	Mean	Upper Bound	3.6744	
	5% Trimmed Mean		3.6404	
	Median		3.6667	
	Variance		.070	
	Std. Deviation		.26428	
	Minimum		2.83	
	Maximum		4.58	
	Range		1.75	
	Interquartile Range		.33	
	Skewness		.190	.148
	Kurtosis		.779	.295

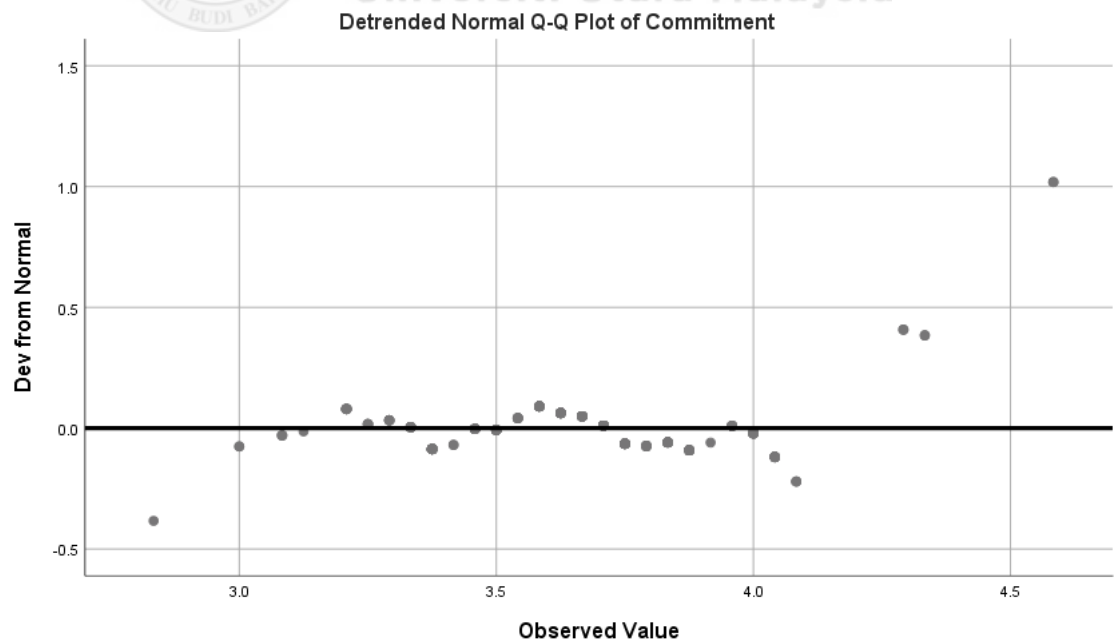
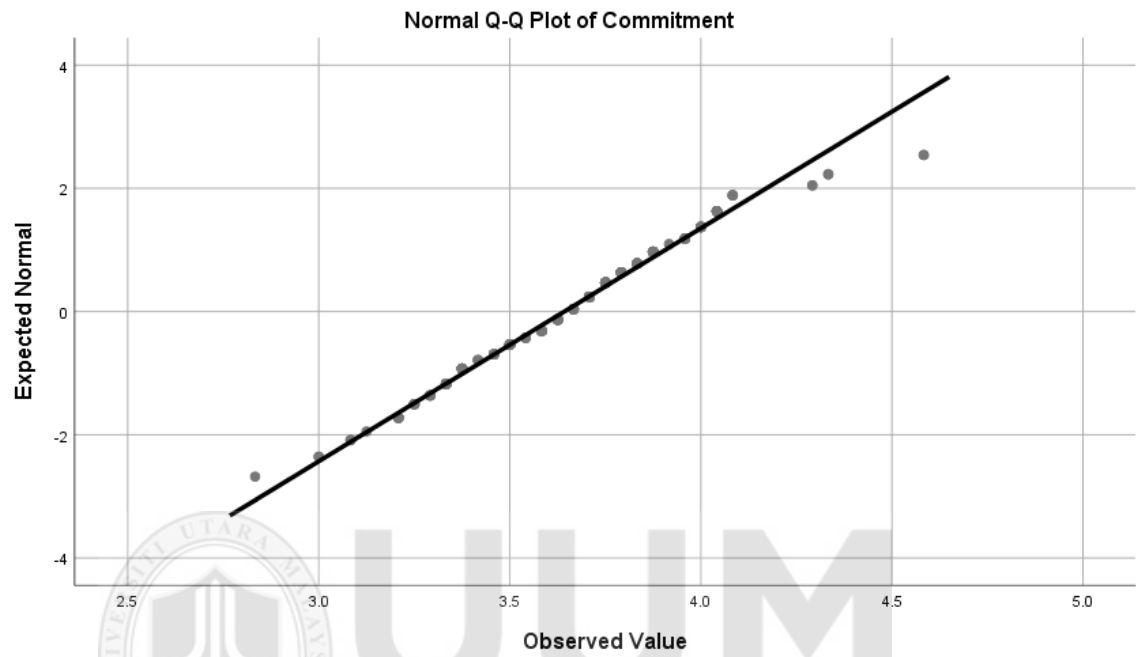
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Commitment	.067	270	.006	.985	270	.007

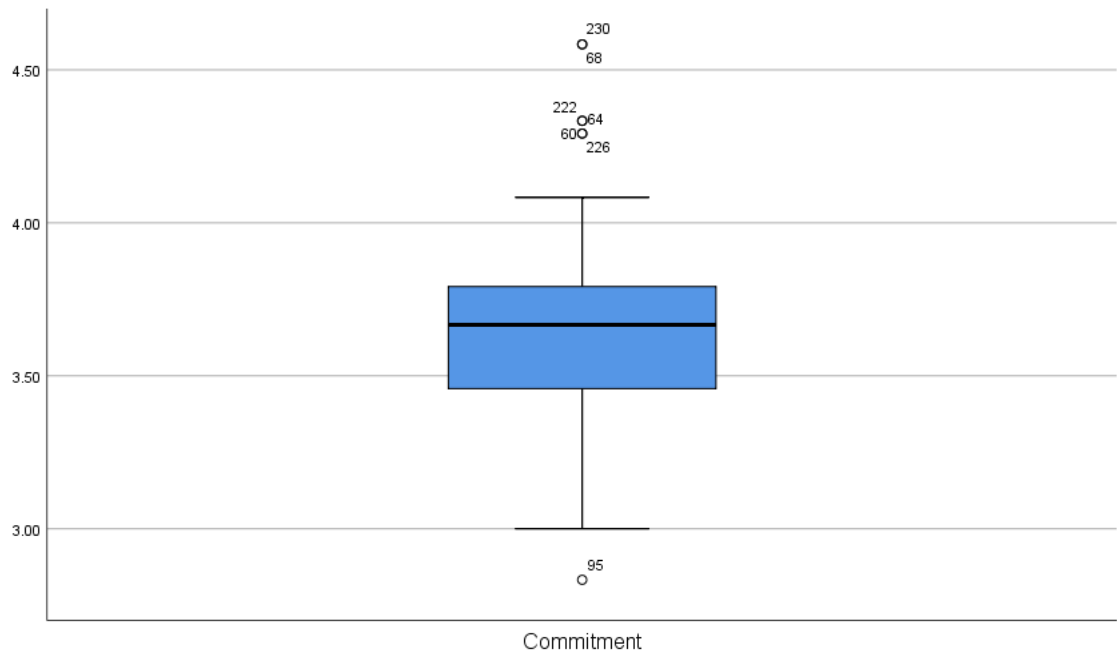
Commitment

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6.00 Extremes (>=4.29)

Stem width: .10
Each leaf: 1 case(s)





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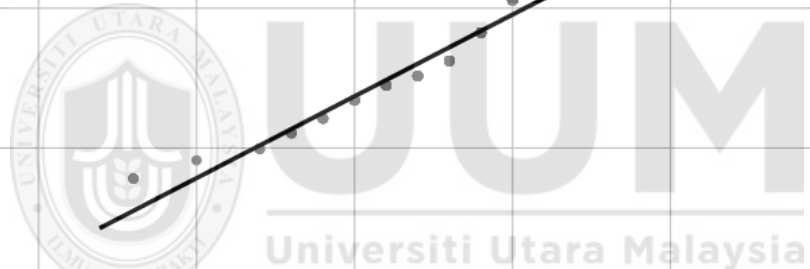
			Statistic	Std. Error
Intention	Mean		4.0389	.02602
	95% Confidence Interval for	Lower Bound	3.9877	
		Upper Bound	4.0901	
	5% Trimmed Mean		4.0387	
	Median		4.0000	
	Variance		.183	
	Std. Deviation		.42750	
	Minimum		2.80	
	Maximum		5.00	
	Range		2.20	
	Interquartile Range		.50	
	Skewness		.170	.148
	Kurtosis		.232	.295

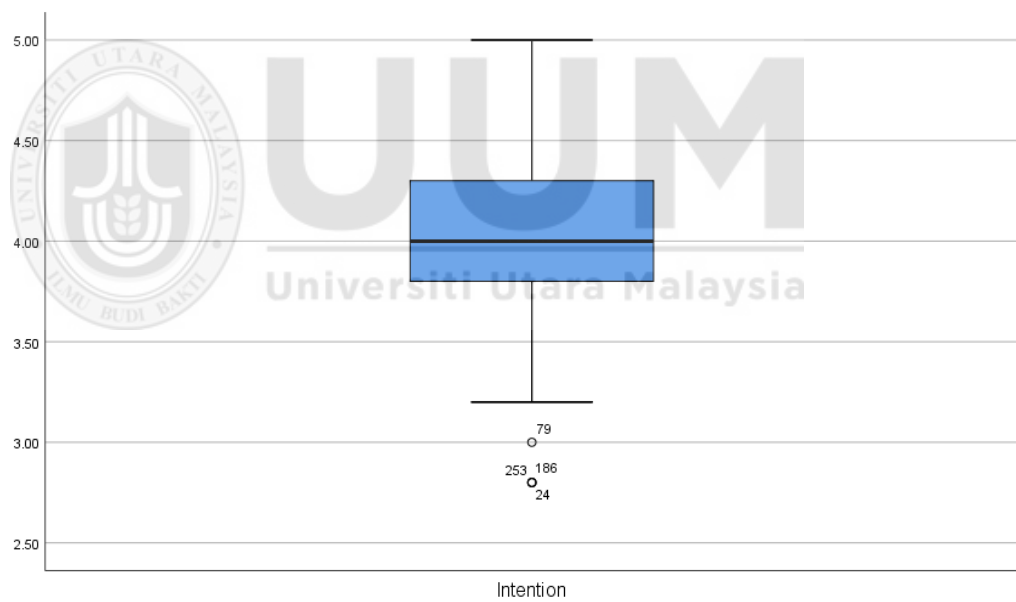
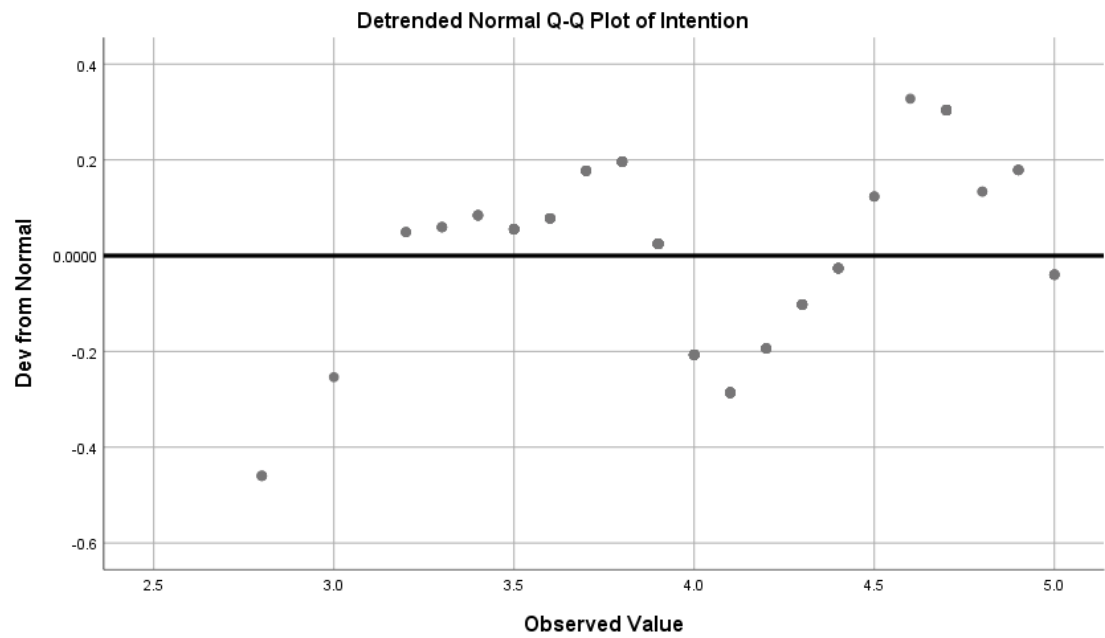
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Intention	.170	270	.000	.953	270	.000

Intention

[illegible]

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Stem width:      .10
Each leaf:       1 case(s)
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FREQUENCIES VARIABLES=JoBSatisfaction

Statistics

JobSatisfaction

N	Valid	270
	Missing	0
Mean		4.0861
Std. Deviation		.43923

Statistics

		I am satisfied with the working environment of the company	I am satisfied with job location	I am satisfied with the present working hour	I am satisfied with the existing salary structure of the company	I am satisfied with the compensation I get and I think it matches with my responsibility
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		4.2111	4.1481	4.2407	3.9630	4.0370
Std. Deviation		.59417	.81362	.64339	.72561	.68881

Statistics

		I am happy with my work responsibilities	I feel comfortable in carrying out my responsibilities	I am satisfied with work relationships with the people around me	I am satisfied with various activities in the firm and love participating in them	I am happy with your overall job security
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		4.1185	4.1259	4.1741	4.1185	4.1630
Std. Deviation		.57909	.56450	.54130	.51810	.50584

Statistics

		I am satisfied with the given right to put forward my opinions	I am satisfied with th leaders in my workplace as positive role models	I am satisfied with the present performance appraisal policy of teh company	I am happy with the recognition and rewards for my outstanding works and contributions	I am satisfied and think I've been awarded right set of duties, as per my ability
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		4.0185	3.9296	3.9296	3.9926	4.0370
Std. Deviation		.60637	.89123	.71537	.71621	.58364

Statistics

		I am satisfied and able to maintain a healthy balance between work and family life	Fulfilling my responsibilities give me a feeling of satisfaction and personal achievement	I am satisfied with the leave policy of the company	I am satisfied employee assistance policy (lunch & Transport) of the company	I am satisfied with long term benefit and insurance policies of the company
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		4.0222	4.1889	4.1074	3.9630	4.2333
Std. Deviation		.72621	.52224	.50970	.63254	.53258

I am satisfied with the working environment of the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	16	5.9	5.9	7.0
	Agree	172	63.7	63.7	70.7
	Strongly Agree	79	29.3	29.3	100.0
	Total	270	100.0	100.0	

I am satisfied with job location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	9	3.3	3.3	5.2
	Disagree	15	5.6	5.6	10.7
	Agree	153	56.7	56.7	67.4
	Strongly Agree	88	32.6	32.6	100.0
	Total	270	100.0	100.0	

I am satisfied with the present working hour

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	2	.7	.7	.7
	Disagree	19	7.0	7.0	7.8
	Agree	159	58.9	58.9	66.7
	Strongly Agree	90	33.3	33.3	100.0
	Total	270	100.0	100.0	

I am satisfied with the existing salary structure of the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	7	2.6	2.6	4.4
	Disagree	25	9.3	9.3	13.7
	Agree	189	70.0	70.0	83.7
	Strongly Agree	44	16.3	16.3	100.0
	Total	270	100.0	100.0	

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Disagree	29	10.7	10.7	12.6
	Agree	182	67.4	67.4	80.0
	Strongly Agree	54	20.0	20.0	100.0
	Total	270	100.0	100.0	

I am happy with my work responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.7	.7	.7
	Disagree	25	9.3	9.3	10.0
	Agree	182	67.4	67.4	77.4
	Strongly Agree	61	22.6	22.6	100.0
	Total	270	100.0	100.0	

I feel comfortable in carrying out my responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	2	.7	.7	.7
	Disagree	16	5.9	5.9	6.7
	Agree	196	72.6	72.6	79.3
	Strongly Agree	56	20.7	20.7	100.0
	Total	270	100.0	100.0	

I am satisfied with work relationships with the people around me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	20	7.4	7.4	7.4
	Agree	183	67.8	67.8	75.2
	Strongly Agree	67	24.8	24.8	100.0
	Total	270	100.0	100.0	

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	13	4.8	4.8	5.9
	Agree	203	75.2	75.2	81.1
	Strongly Agree	51	18.9	18.9	100.0
	Total	270	100.0	100.0	

I am happy with your overall job security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	5.9	5.9	5.9
	Agree	194	71.9	71.9	77.8
	Strongly Agree	60	22.2	22.2	100.0
	Total	270	100.0	100.0	

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.9	1.9	1.9
	Disagree	32	11.9	11.9	13.7
	Agree	186	68.9	68.9	82.6
	Strongly Agree	47	17.4	17.4	100.0
	Total	270	100.0	100.0	

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	8	3.0	3.0	3.0
	Strongly Disagree	15	5.6	5.6	8.5
	Disagree	24	8.9	8.9	17.4
	Agree	164	60.7	60.7	78.1
	Strongly Agree	59	21.9	21.9	100.0
	Total	270	100.0	100.0	

I am satisfied with the present performance appraisal policy of the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	1	.4	.4	.4
	Strongly Disagree	12	4.4	4.4	4.8
	Disagree	37	13.7	13.7	18.5
	Agree	175	64.8	64.8	83.3
	Strongly Agree	45	16.7	16.7	100.0
	Total	270	100.0	100.0	

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	6	2.2	2.2	4.1
	Disagree	22	8.1	8.1	12.2
	Agree	190	70.4	70.4	82.6
	Strongly Agree	47	17.4	17.4	100.0
	Total	270	100.0	100.0	

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	1.9	1.9	1.9
	Disagree	26	9.6	9.6	11.5
	Agree	193	71.5	71.5	83.0
	Strongly Agree	46	17.0	17.0	100.0
	Total	270	100.0	100.0	

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	6	2.2	2.2	4.1
	Disagree	20	7.4	7.4	11.5
	Agree	186	68.9	68.9	80.4
	Strongly Agree	53	19.6	19.6	100.0
	Total	270	100.0	100.0	

Fulfilling my responsibilities give me a feeling of satisfaction and personal achievement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	5.9	5.9	5.9
	Agree	187	69.3	69.3	75.2
	Strongly Agree	67	24.8	24.8	100.0
	Total	270	100.0	100.0	

I am satisfied with the leave policy of the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	.7	.7	.7
	Disagree	16	5.9	5.9	6.7
	Agree	203	75.2	75.2	81.9
	Strongly Agree	49	18.1	18.1	100.0
	Total	270	100.0	100.0	

I am satisfied employee assistance policy (lunch & Transport) of the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	1	.4	.4	2.2
	Disagree	26	9.6	9.6	11.9
	Agree	205	75.9	75.9	87.8
	Strongly Agree	33	12.2	12.2	100.0
	Total	270	100.0	100.0	

I am satisfied with long term benefit and insurance policies of the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	5	1.9	1.9	3.0
	Agree	188	69.6	69.6	72.6
	Strongly Agree	74	27.4	27.4	100.0
	Total	270	100.0	100.0	



Universiti Utara Malaysia

Statistics

Burnout

N	Valid	270
	Missing	0
Mean		2.9810
Std. Deviation		.62787

Statistics

		I feel emotionally drained by my work	I feel burned out from work	I feel fatigued in the morning	I feel used up at a day 's end	I feel frustrated at work
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.4074	3.1704	3.2111	3.3148	2.9407
Std. Deviation		.89440	.85395	.95038	.79553	.76894

Statistics

		I feel as though I am working too hard at work	Being with people stress me	I feel like I'm at the end of my rope	I worry that work is hardening me	I feel as though I treat my colleagues impersonally
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.4296	2.9370	2.6222	2.9926	2.8667
Std. Deviation		.90468	.97158	1.10334	.96014	.86484

Statistics

		I have become more cold hearted towards people	I don't really care what happens to my colleagues	I feel as though I am helping my colleagues	I don't feel energetic	I feel as though I haven't accomplished worthwhile things
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		2.9556	2.3333	3.6222	2.9296	2.9519
Std. Deviation		.96301	.85794	.82134	.91184	.88854

		Statistics	
		I do not feel as though I am positively influencing others	I can't easily create a relaxed atmosphere
N	Valid	270	270
	Missing	0	0
Mean		2.7963	2.8333
Std. Deviation		.83108	.87828

I feel emotionally drained by my work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	10	3.7	3.7	3.7
	Strongly Disagree	20	7.4	7.4	11.1
	Disagree	115	42.6	42.6	53.7
	Agree	100	37.0	37.0	90.7
	Strongly Agree	25	9.3	9.3	100.0
	Total	270	100.0	100.0	

I feel burned out from work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	13	4.8	4.8	4.8
	Strongly Disagree	24	8.9	8.9	13.7
	Disagree	153	56.7	56.7	70.4
	Agree	64	23.7	23.7	94.1
	Strongly Agree	16	5.9	5.9	100.0
	Total	270	100.0	100.0	

I feel fatigued in the morning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	21	7.8	7.8	7.8
	Strongly Disagree	21	7.8	7.8	15.6
	Disagree	123	45.6	45.6	61.1
	Agree	90	33.3	33.3	94.4
	Strongly Agree	15	5.6	5.6	100.0
	Total	270	100.0	100.0	

I feel used up at a day 's end

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	10	3.7	3.7	3.7
	Strongly Disagree	13	4.8	4.8	8.5
	Disagree	142	52.6	52.6	61.1
	Agree	92	34.1	34.1	95.2
	Strongly Agree	13	4.8	4.8	100.0
	Total	270	100.0	100.0	

I feel frustrated at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	15	5.6	5.6	5.6
	Strongly Disagree	36	13.3	13.3	18.9
	Disagree	176	65.2	65.2	84.1
	Agree	36	13.3	13.3	97.4
	Strongly Agree	7	2.6	2.6	100.0
	Total	270	100.0	100.0	

I feel as though I am working too hard at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	12	4.4	4.4	4.4
	Strongly Disagree	20	7.4	7.4	11.9
	Disagree	99	36.7	36.7	48.5
	Agree	118	43.7	43.7	92.2
	Strongly Agree	21	7.8	7.8	100.0
	Total	270	100.0	100.0	

Being with people stress me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	26	9.6	9.6	9.6
	Strongly Disagree	36	13.3	13.3	23.0
	Disagree	159	58.9	58.9	81.9
	Agree	27	10.0	10.0	91.9
	Strongly Agree	22	8.1	8.1	100.0
	Total	270	100.0	100.0	

I feel like I'm at the end of my rope

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	59	21.9	21.9	21.9
	Strongly Disagree	43	15.9	15.9	37.8
	Disagree	123	45.6	45.6	83.3
	Agree	31	11.5	11.5	94.8
	Strongly Agree	14	5.2	5.2	100.0
	Total	270	100.0	100.0	

I worry that work is hardening me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	17	6.3	6.3	6.3
	Strongly Disagree	63	23.3	23.3	29.6
	Disagree	106	39.3	39.3	68.9
	Agree	73	27.0	27.0	95.9
	Strongly Agree	11	4.1	4.1	100.0
	Total	270	100.0	100.0	

I feel as though I treat my colleagues impersonally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	16	5.9	5.9	5.9
	Strongly Disagree	68	25.2	25.2	31.1
	Disagree	127	47.0	47.0	78.1
	Agree	54	20.0	20.0	98.1
	Strongly Agree	5	1.9	1.9	100.0
	Total	270	100.0	100.0	

I have become more cold hearted towards people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	19	7.0	7.0	7.0
	Strongly Disagree	65	24.1	24.1	31.1
	Disagree	104	38.5	38.5	69.6
	Agree	73	27.0	27.0	96.7
	Strongly Agree	9	3.3	3.3	100.0
	Total	270	100.0	100.0	

I don't really care what happens to my colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	56	20.7	20.7	20.7
	Strongly Disagree	81	30.0	30.0	50.7
	Disagree	120	44.4	44.4	95.2
	Agree	13	4.8	4.8	100.0
	Total	270	100.0	100.0	

I feel as though I am helping my colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	18	6.7	6.7	8.5
	Disagree	77	28.5	28.5	37.0
	Agree	144	53.3	53.3	90.4
	Strongly Agree	26	9.6	9.6	100.0
	Total	270	100.0	100.0	

I don't feel energetic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	17	6.3	6.3	6.3
	Strongly Disagree	52	19.3	19.3	25.6
	Disagree	153	56.7	56.7	82.2
	Agree	29	10.7	10.7	93.0
	Strongly Agree	19	7.0	7.0	100.0
	Total	270	100.0	100.0	

I feel as though I haven't accomplished worthwhile things

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	22	8.1	8.1	8.1
	Strongly Disagree	37	13.7	13.7	21.9
	Disagree	153	56.7	56.7	78.5
	Agree	48	17.8	17.8	96.3
	Strongly Agree	10	3.7	3.7	100.0
	Total	270	100.0	100.0	

I do not feel as though I am positively influencing others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	14	5.2	5.2	5.2
	Strongly Disagree	81	30.0	30.0	35.2
	Disagree	124	45.9	45.9	81.1
	Agree	48	17.8	17.8	98.9
	Strongly Agree	3	1.1	1.1	100.0
	Total	270	100.0	100.0	

I can't easily create a relaxed atmosphere

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	16	5.9	5.9	5.9
	Strongly Disagree	79	29.3	29.3	35.2
	Disagree	112	41.5	41.5	76.7
	Agree	60	22.2	22.2	98.9
	Strongly Agree	3	1.1	1.1	100.0
	Total	270	100.0	100.0	

Statistics

Commitment

N	Valid	270
	Missing	0
Mean		3.6427
Std. Deviation		.26428

Statistics

		I would be very happy to spend the rest of my career with this organization	I enjoy discussing my organization with people outside it	I really feel as if this organization's problems are my own	I think that I could easily become as attached to another organization as I am to this one	I feel like 'part of the family' at my organization
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.8185	3.9481	3.7556	3.4370	2.9556
Std. Deviation		.79522	.66588	.71590	.79597	.97070

Statistics

		I feel emotionally attached to this organization	This organization has a great deal of personal meaning for me	I feel a strong sense of belonging to my organization	I am afraid of what might happen if I quit my job without having another one lined up	It would be very hard for me to leave my organization right now, even if I wanted to
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.0556	3.9037	3.0111	3.1593	3.8963
Std. Deviation		.91693	.58321	.84256	.89225	.86891

Statistics

		Too much in my life would be disrupted if I decided I wanted to leave my organization now	It would be too costly for me to leave my organization now	Right now, staying with my organization is a matter of necessity as much as desire	I feel that I have too many options to consider leaving this organization	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.8852	3.4074	3.9370	3.8074	3.8741
Std. Deviation		.76504	.85182	.69499	.77119	.64445

Statistics

		One of the major reason I continue to work for this organization is that leaving would require considerable perosnal sacrifice- another organizaiaon may not match the overall benefits I have	I think that people these days move from company to company too often	I believe that a person must always be loyal to his or her organization	Jumping from organizaiaon to organization does seem at al ethical to me	One of the major reasons I continue to work for this organization is that I beleive that loyalty is important and teherfore feel a sense of moral obligation to remain
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.9667	4.0074	3.3222	3.5222	3.9852
Std. Deviation		.71287	.54529	.77835	.83458	.70035

Statistics

		If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	I was taught to believe in the value of remaining loyal to one organization	Things were better in the days when people stayed with one organization for most of their careers	I think that wanting to be a "company man " or "company woman" is sensible anymore
N	Valid	270	270	270	270
	Missing	0	0	0	0
Mean		3.6889	3.8333	3.7370	3.5111
Std. Deviation		.84894	.67757	.72227	.66642

I would be very happy to spend the rest of my career with this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	5.2	5.2	5.2
	Disagree	72	26.7	26.7	31.9
	Agree	133	49.3	49.3	81.1
	Strongly Agree	51	18.9	18.9	100.0
	Total	270	100.0	100.0	

I enjoy discussing my organization with people outside it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.6	2.6	2.6
	Disagree	46	17.0	17.0	19.6
	Agree	171	63.3	63.3	83.0
	Strongly Agree	46	17.0	17.0	100.0
	Total	270	100.0	100.0	

I really feel as if this organization's problems are my own

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Strongly Disagree	1	.4	.4	2.6
	Disagree	71	26.3	26.3	28.9
	Agree	167	61.9	61.9	90.7
	Strongly Agree	25	9.3	9.3	100.0
	Total	270	100.0	100.0	

I think that I could easily become as attached to another organization as I am to this one

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	1	.4	.4	.4
	Strongly Disagree	35	13.0	13.0	13.3
	Disagree	93	34.4	34.4	47.8
	Agree	127	47.0	47.0	94.8
	Strongly Agree	14	5.2	5.2	100.0
	Total	270	100.0	100.0	

I feel like 'part of the family' at my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	23	8.5	8.5	8.5
	Strongly Disagree	48	17.8	17.8	26.3
	Disagree	133	49.3	49.3	75.6
	Agree	50	18.5	18.5	94.1
	Strongly Agree	16	5.9	5.9	100.0
	Total	270	100.0	100.0	

I feel emotionally attached to this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	18	6.7	6.7	6.7
	Strongly Disagree	36	13.3	13.3	20.0
	Disagree	145	53.7	53.7	73.7
	Agree	55	20.4	20.4	94.1
	Strongly Agree	16	5.9	5.9	100.0
	Total	270	100.0	100.0	

This organization has a great deal of personal meaning for me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.5	1.5	1.5
	Disagree	48	17.8	17.8	19.3
	Agree	188	69.6	69.6	88.9
	Strongly Agree	30	11.1	11.1	100.0
	Total	270	100.0	100.0	

I feel a strong sense of belonging to my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	8	3.0	3.0	3.0
	Strongly Disagree	61	22.6	22.6	25.6
	Disagree	130	48.1	48.1	73.7
	Agree	62	23.0	23.0	96.7
	Strongly Agree	9	3.3	3.3	100.0
	Total	270	100.0	100.0	

I am afraid of what might happen if I quit my job without having another one lined up

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	16	5.9	5.9	5.9
	Strongly Disagree	32	11.9	11.9	17.8
	Disagree	124	45.9	45.9	63.7
	Agree	89	33.0	33.0	96.7
	Strongly Agree	9	3.3	3.3	100.0
	Total	270	100.0	100.0	

It would be very hard for me to leave my organization right now, even if I wanted to

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	8	3.0	3.0	3.0
	Strongly Disagree	9	3.3	3.3	6.3
	Disagree	42	15.6	15.6	21.9
	Agree	155	57.4	57.4	79.3
	Strongly Agree	56	20.7	20.7	100.0
	Total	270	100.0	100.0	

Too much in my life would be disrupted if I decided I wanted to leave my organization now

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	3	1.1	1.1	1.1
	Strongly Disagree	9	3.3	3.3	4.4
	Disagree	51	18.9	18.9	23.3
	Agree	160	59.3	59.3	82.6
	Strongly Agree	47	17.4	17.4	100.0
	Total	270	100.0	100.0	

It would be too costly for me to leave my organization now

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	4	1.5	1.5	1.5
	Strongly Disagree	31	11.5	11.5	13.0
	Disagree	108	40.0	40.0	53.0
	Agree	105	38.9	38.9	91.9
	Strongly Agree	22	8.1	8.1	100.0
	Total	270	100.0	100.0	

Right now, staying with my organization is a matter of necessity as much as desire

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	5	1.9	1.9	3.7
	Disagree	29	10.7	10.7	14.4
	Agree	194	71.9	71.9	86.3
	Strongly Agree	37	13.7	13.7	100.0
	Total	270	100.0	100.0	

I feel that I have too many options to consider leaving this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	11	4.1	4.1	4.1
	Strongly Disagree	1	.4	.4	4.4
	Disagree	42	15.6	15.6	20.0
	Agree	191	70.7	70.7	90.7
	Strongly Agree	25	9.3	9.3	100.0
	Total	270	100.0	100.0	

One of the few serious consequences of leaving this organization would be the scarcity of available alternatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	4	1.5	1.5	1.5
	Strongly Disagree	3	1.1	1.1	2.6
	Disagree	42	15.6	15.6	18.1
	Agree	195	72.2	72.2	90.4
	Strongly Agree	26	9.6	9.6	100.0
	Total	270	100.0	100.0	

One of the major reason I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefits I have

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	6	2.2	2.2	4.1
	Disagree	25	9.3	9.3	13.3
	Agree	191	70.7	70.7	84.1
	Strongly Agree	43	15.9	15.9	100.0
	Total	270	100.0	100.0	

I think that people these days move from company to company too often

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	1	.4	.4	.4
	Strongly Disagree	4	1.5	1.5	1.9
	Disagree	21	7.8	7.8	9.6
	Agree	210	77.8	77.8	87.4
	Strongly Agree	34	12.6	12.6	100.0
	Total	270	100.0	100.0	

I believe that a person must always be loyal to his or her organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Strongly Disagree	26	9.6	9.6	11.9
	Disagree	121	44.8	44.8	56.7
	Agree	109	40.4	40.4	97.0
	Strongly Agree	8	3.0	3.0	100.0
	Total	270	100.0	100.0	

Jumping from organization to organization does seem at al ethical to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Strongly Disagree	27	10.0	10.0	12.2
	Disagree	72	26.7	26.7	38.9
	Agree	150	55.6	55.6	94.4
	Strongly Agree	15	5.6	5.6	100.0

Total	270	100.0	100.0
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One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	5	1.9	1.9	1.9
	Strongly Disagree	3	1.1	1.1	3.0
	Disagree	29	10.7	10.7	13.7
	Agree	187	69.3	69.3	83.0
	Strongly Agree	46	17.0	17.0	100.0
	Total	270	100.0	100.0	

If i got another offer for a better job elsewhere I would not feel it was right to leave my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	9	3.3	3.3	3.3
	Strongly Disagree	10	3.7	3.7	7.0
	Disagree	68	25.2	25.2	32.2
	Agree	152	56.3	56.3	88.5
	Strongly Agree	31	11.5	11.5	100.0
	Total	270	100.0	100.0	

I was taught to believe in the value of remaining loyal to one organization

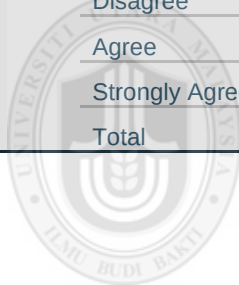
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	3	1.1	1.1	1.1
	Strongly Disagree	6	2.2	2.2	3.3
	Disagree	52	19.3	19.3	22.6
	Agree	181	67.0	67.0	89.6
	Strongly Agree	28	10.4	10.4	100.0
	Total	270	100.0	100.0	

Things were better in the days when people stayed with one organization for most of their careers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	3	1.1	1.1	1.1
	Strongly Disagree	15	5.6	5.6	6.7
	Disagree	52	19.3	19.3	25.9
	Agree	180	66.7	66.7	92.6
	Strongly Agree	20	7.4	7.4	100.0
	Total	270	100.0	100.0	

I think that wanting to be a "company man " or "company woman" is sensible anymore

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	3	1.1	1.1	1.1
	Strongly Disagree	5	1.9	1.9	3.0
	Disagree	125	46.3	46.3	49.3
	Agree	125	46.3	46.3	95.6
	Strongly Agree	12	4.4	4.4	100.0
	Total	270	100.0	100.0	



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Statistics

Intention		
N	Valid	270
	Missing	0
Mean		4.0389
Std. Deviation		.42750

Statistics

		I feel there is adequate opportunity for me to move to a better job within the company	I feel secure that I will be able to work for the company as long as I do a good job	I am proud to work in my company	I am proud to tell others that I am part of this organization	I am very loyal to this organization
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.4889	4.0704	4.3704	4.3519	4.1741
Std. Deviation		.84367	.68348	.52789	.50120	.59370

Statistics

		I do not think about leaving my current position	I will not leave my current position within the next three months	I am not actively seeking employment with another organization	I will be working for this institution five years from now	I will not leave this institution even after I find a better job
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Mean		3.8926	4.2296	4.0074	4.0889	3.7148
Std. Deviation		.85769	.73105	.73668	.59698	.92676

I feel there is adequate opportunity for me to move to a better job within the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	8	3.0	3.0	3.0
	Strongly Disagree	24	8.9	8.9	11.9
	Disagree	80	29.6	29.6	41.5
	Agree	144	53.3	53.3	94.8
	Strongly Agree	14	5.2	5.2	100.0
	Total	270	100.0	100.0	

I feel secure that I will be able to work for the company as long as I do a good job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	7	2.6	2.6	2.6
	Strongly Disagree	3	1.1	1.1	3.7
	Disagree	3	1.1	1.1	4.8
	Agree	208	77.0	77.0	81.9
	Strongly Agree	49	18.1	18.1	100.0
	Total	270	100.0	100.0	

I am proud to work in my company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	2.2	2.2	2.2
	Agree	158	58.5	58.5	60.7
	Strongly Agree	106	39.3	39.3	100.0
	Total	270	100.0	100.0	

I am proud to tell others that I am part of this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	1.1	1.1	1.1
	Agree	169	62.6	62.6	63.7
	Strongly Agree	98	36.3	36.3	100.0
	Total	270	100.0	100.0	

I am very loyal to this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	28	10.4	10.4	10.4
	Agree	167	61.9	61.9	72.2
	Strongly Agree	75	27.8	27.8	100.0
	Total	270	100.0	100.0	

I do not think about leaving my current position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Strongly Disagree	13	4.8	4.8	7.0
	Disagree	40	14.8	14.8	21.9
	Agree	156	57.8	57.8	79.6
	Strongly Agree	55	20.4	20.4	100.0
	Total	270	100.0	100.0	

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	4	1.5	1.5	1.5
	Disagree	24	8.9	8.9	10.4
	Agree	144	53.3	53.3	63.7
	Strongly Agree	98	36.3	36.3	100.0
	Total	270	100.0	100.0	

I am not actively seeking employment with another organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	6	2.2	2.2	2.2
	Disagree	36	13.3	13.3	15.6
	Agree	172	63.7	63.7	79.3
	Strongly Agree	56	20.7	20.7	100.0
	Total	270	100.0	100.0	

I will be working for this institution five years from now

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.1	1.1	1.1
	Disagree	28	10.4	10.4	11.5
	Agree	181	67.0	67.0	78.5
	Strongly Agree	58	21.5	21.5	100.0
	Total	270	100.0	100.0	

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

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely Disagree	7	2.6	2.6	2.6
	Strongly Disagree	11	4.1	4.1	6.7
	Disagree	90	33.3	33.3	40.0
	Agree	106	39.3	39.3	79.3
	Strongly Agree	56	20.7	20.7	100.0
	Total	270	100.0	100.0	



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Correlations

		Intention	JoBSatisfaction
Intention	Pearson Correlation	1	.537**
	Sig. (2-tailed)		.000
	N	270	270
JoBSatisfaction	Pearson Correlation	.537**	1
	Sig. (2-tailed)	.000	
	N	270	270

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

Correlations

		Intention	Commitment
Intention	Pearson Correlation	1	.367**
	Sig. (2-tailed)		.000
	N	270	270
Commitment	Pearson Correlation	.367**	1
	Sig. (2-tailed)	.000	
	N	270	270

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

Correlations

		Intention	Burnout
Intention	Pearson Correlation	1	-.273**
	Sig. (2-tailed)		.000
	N	270	270
Burnout	Pearson Correlation	-.273**	1
	Sig. (2-tailed)	.000	
	N	270	270

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.633 ^a	.400	.394	.33291

a. Predictors: (Constant), Commitment, JoBSatisfaction, Burnout

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.681	3	6.560	59.193	.000 ^b
	Residual	29.481	266	.111		
	Total	49.162	269			

a. Dependent Variable: Intention

b. Predictors: (Constant), Commitment, JoBSatisfaction, Burnout

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.481	.357		1.346	.180
	JoBSatisfaction	.411	.059	.423	6.952	.000
	Burnout	-.096	.043	-.140	-2.224	.027
	Commitment	.594	.085	.367	7.000	.000

a. Dependent Variable: Intention